

**apse**

**annual report 2013**



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All contents to be amended  
when report is up to date

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## Preface

Over the past year as APSE's National Chair I have had the pleasure of representing the Association at a national level and I have been able to witness first-hand the great work that APSE performs on behalf of its member local authorities right across the U.K. In very challenging times for local government, APSE has been at the forefront of setting out an alternative vision of the future for local authorities tackling the big issues facing our communities and local economies and not one of retreating in the face of the spending cuts facing us all.

APSE has set out its own blueprint for the future of local government 'the ensuring council', a positive agenda for councils based on community leadership and stewardship, using their core capacity to address the needs of their areas and based on values of social justice, democratic accountability and working in collaboration with a range of organisations in both the public, private and community sectors. Not a local council that retreats in the face of the cuts and becomes nothing more than a residual commissioning body, an enabling 'husk', the 'easy jet' council, unable or unwilling to do things itself and simply handing over that responsibility to others to discharge. Active local government requires imagination, innovation and the capability to be able to deliver for our citizens in difficult times, not simply to abandon them to the whims of the market.



In my year in office I have been fortunate to be able to oversee the most ambitious and far reaching research programme undertaken by the Association since its formation. A research programme that has tackled important issues such as resource efficiency, youth unemployment, the economic benefits of renewable energy projects, municipal entrepreneurship and innovation on the front-line. This powerful evidence base has enabled APSE to play a leading role as an advocate on behalf of its membership across Government and the wider local government community. Our partnership with De Montfort University through the Knowledge Transfer Partnership (KTP) has yielded fantastic results which has been recognised by the ESRC who rated the KTP as excellent in its assessment of the two year programme. Our National Council have pledged to take forward the research programme over the next few years addressing the major challenges facing local government such as welfare reform and public health and continuing to mine for good ideas and inspirational examples of local authorities meeting the needs of communities and delivering excellent services.

I need to offer some thanks to those who have supported me during my year of office. Firstly to my National Secretary, John Coates of North Lincolnshire Council who has given me invaluable advice and support throughout the year. Secondly, to all of my colleagues on APSE's governing body, the National Council who have ensured that the strategic direction and governance of the Association has been solid and consistent. Their friendship and support has been of immense value to me personally.

I look forward to welcoming many of you to the great city of Liverpool for our annual seminar to take part in lively and informed debate about the future of local government and the services it provides. It remains for me to wish my successor as National Chair, Councillor Leon Unczur of Nottingham City Council and his National Secretary, Alistair Merrick of Wolverhampton City Council every success for their coming year in office.

APSE is a successful, vibrant and dynamic organisation which, in the work it undertakes, practices what it preaches and makes an important contribution to both its membership and the wider local government community.

# Foreword

I

**Paul O'Brien**  
**Chief Executive**



A handwritten signature in black ink that reads "Paul O'Brien". The signature is written in a cursive, flowing style.

**Overall winners, Nottingham City Council, at the APSE service awards in Glasgow**



**Blackpool's Deputy Mayor Introducing the APSE performance networks awards in Blackpool**



# Section 1: The year in profile

Title

Blurb





**Above left: Emmerdale's Kelsey Beth Crossley presents the APSE performance networks awards in Blackpool**

**Above right: The Apprentices Katie Wright speaking at the APSE annual seminar in Glasgow**

**Below: Motivational speaker Alan Brodie, inspiring delegates at the APSE annual seminar**



## Section 2: A focus on APSE in your area

### APSE Scotland

Councillor Thomas Lunny and Paul Jukes of North Lanarkshire Council continued in their roles as Chair and Secretary of APSE Scotland.

APSE Scotland has continued to raise its profile and develop services and activities within the area. We have had direct engagement with Scottish Government and other bodies including COSLA, the Improvement Service and Zero Waste Scotland.

APSE has also continued to provide briefings for the Scottish membership containing invaluable information and guidance which have included the Scottish Government Draft Budget 2013-14; Low Carbon Scotland; and Waste (Scotland) Regulations 2012.

As well as the very successful service specific seminars and advisory group meetings which took place during the course of the year, APSE Scotland also held a joint seminar in 2012 with the Scottish Government on School Food and Health between Scotland and the USA. This seminar was attended by over 90 delegates and included speakers from Scottish Government, the University of Mississippi and the United States Department of Agriculture. These seminars and meetings help to provide an important opportunity for members to network and share information and best practice across Councils.

### Northern Ireland

CLLr Eamonn O'Neill and Pat McCluskey of Down District Council completed the second year of their chair and secretary roles for APSE Northern Ireland. Councillor Thomas Kerrigan of Strabane District Council continued as vice chair whilst the region is also represented on APSE's National Council by Councillor Shaun Gallagher from Derry City Council. Alderman Hubert Nicholl of Ballymena Borough Council is the Chair of APSE's Parks, Horticulture and Grounds Maintenance Advisory Group.

There were a number of well attended events in the region addressing engagement with service users and stakeholders (Ballymena); the use of leisure facilities and assets (Craigavon); the future of waste collection and disposal (Belfast); and latest developments in local government re-organisation (Down) with over 180 people in attendance. APSE spent some time working with the Housing Executive as well as giving presentations to the Regional Governance Group and Department of Environment about support we could provide in terms of performance management and benchmarking linked to local government re-organisation. Ballymena Borough Council were one of the case study councils featured in research APSE undertook with Centre for Local Economic Strategies about town centre assets. APSE continued as a partner for the Local Government Awards Northern Ireland and was glad to see Antrim Borough Council collect the APSE sponsored Best Local Authority Service Team award. Fermanagh District Council re-joined APSE in 2012 to take the number of members in Northern Ireland to 18 alongside 3 associate members.

Paul O'Brien, APSE's Chief Executive, continues to chair the Local Government Reform Joint Forum.

### APSE South and south west

The Chair of APSE South and South West for 2012/13 was Councillor Richard Williams (formerly of Southampton City Council) and the Secretary is Paul Peters of the London Borough of Enfield.

APSE appointed a new Principal Advisor to serve the South and South West area of APSE and opened an office in Oxford in September 2012. This has facilitated a range of membership activities and enabled APSE to recruit new members and provide dedicated support to councils across the south of England.

A range of advisory groups have been held in Oxford, London and Bristol covering waste, street cleansing and environmental services; housing, construction and building maintenance; service delivery models; and sports and leisure management.

A very successful national seminar on social media was held at Elstree Studios (the home of 'Big Brother') in Hertsmere on 22 January 2013 with over 100 delegates attending.

APSE South and South West has also facilitated APSE's Local Authority Energy Collaboration involving over 20 councils from across the wider APSE membership which is working on innovative and exciting projects on energy efficiency and renewable energy with local authorities taking a leading role in developing strategies to tackle climate change, promote the localisation of renewable energy, address fuel poverty and support local economic resilience through creating employment opportunities, training and local supply chains.

A successful year has seen three new members join APSE. The new member authorities are Portsmouth City Council, Wokingham Borough Council and South Oxfordshire and Vale of White Horse District Council. A number of other local authorities took up trial membership of the Association.

The Regional Chair together with Councillor Gerald Vernon-Jackson the leader of Portsmouth City Council held successful meetings with Rt. Hon Vince Cable M.P. the Business Secretary and Rt. Hon Ed Davey M.P. the Energy Secretary regarding local authority collaboration in the green energy agenda and the link to jobs and skills development in localities.

APSE also organised a series of successful fringe meetings at the Conservative Councillors Association Annual Conference which was held in Oxford in March 2013.

## APSE Northern

The Chair of APSE Northern is Councillor John Kerr-Brown of Warrington Borough Council and the Secretary is John Coates from North Lincolnshire Council, who are also currently the National Chair and Secretary of APSE.

APSE northern continues to have a strong regional ethos on supporting members through free events and seminars. The northern executive supports this approach through ensuring events are held regularly on a range of topics, and, given the regional geography, are spread throughout the sub-regional conurbation.

This year has seen a range of highly successful events on topics such as income generation, charging and trading, environmental service performance and efficiencies, the community right to challenge, assets of community value, and a special workshop event on performance improvement in refuse and recycling. Events have been hosted within Newcastle, Harrogate, Chester, Hull, Knowsley, and Leeds and a number of member authorities have hosted onsite workshops or discussions with management teams, service teams and elected member groups. The northern region annual general meeting has recently approved a further programme of free seminars and events for its members in the north.

## APSE Central

The 2012 AGM was held at the Coventry Transport Museum and was held in conjunction with an APSE seminar on Renewables and green vehicles. Cllr Leon Unczur, the Lord Mayor of Nottingham was re-elected Chair and Alistair Merrick from Wolverhampton Council elected Secretary. Both were subsequently elected prospective APSE National Chair and Secretary for 2013/14.

A waste advisory group was held at the National Space centre in Leicester with speakers from Lincolnshire and Blaby, complementing the earlier National Environment Seminar held in Hinckley.

In addition to visits to member authorities, many to look at the challenges of charging and trading, links have been established with groups such as the West Midlands Parks Forum and regional transport and waste groups. Further work has been undertaken in raising the profile of APSE with Chief Executives through targeted events.

## APSE Wales

Cllr Arwyn Woolcock, of Neath Port Talbot County Borough Council and Martin Nicholls, of City and County of Swansea were elected as chair and secretary of APSE Wales at the AGM held on 22 June 2012 in Llandrindod Wells.

APSE's research on shared services and the collaboration agenda in Wales was also launched at the Wales seminar and AGM. The seminar featured some of the case studies covered in the research. Piers Bisson, Deputy Director, Public Services Reform at the Welsh Government and Susan Perkins from the WLGA also presented at the event which was titled 'Innovation, income generation and efficiencies'.

APSE Wales held a one day event on 22 August 2012 on 'apprenticeships, skills and training' in Llandrindod Wells and the key note address was provided by Joyce Watson AM, Assembly Member for Mid and West Wales, National Assembly for Wales. The event featured presentations from Construction Skills, Construction Youth Trust and APSE, which included informing delegates of the research underway by APSE as part of the knowledge transfer partnership with De Montfort University on 'Tackling youth unemployment'. It also included case studies from local authorities relating to housing, construction, building maintenance, highways and environmental services. An event was held on 26 October 2012 on winter maintenance for APSE members, which was funded by APSE Wales.

APSE continues to work with the WLGA and held a meeting with their Head of Policy on 15 May 2012 to discuss research programmes, latest policy and events. APSE addressed the UNISON Wales policy weekend on the issue of service delivery models and the impact on the local government workforce of reducing budgets and new models of delivery.

Further information on area/regional representation is shown at Appendix 3 and seminars and regional events at Appendix 5.

## Section 3: Organisation and services

### Research

APSE's research programme reflects many of the challenges and opportunities facing our member local authorities in a very difficult economic climate. APSE has just completed the final year of a two year Knowledge Transfer Partnership (KTP) with De Montfort University funded through the Economic and Social Research Council (ESRC). The quality of the research output from the Association in partnership with its academic partner has been recognised by the ESRC who gave APSE and De Montfort University an outstanding classification of excellent for the KTP.

APSE has undertaken its own research in-house and commissioned research from a range of organisations including the Institute of Public Policy Research (IPPR), the Centre for Local Economic Strategies (CLES) and Infragilis a public sector think tank, on a range of projects including innovation and front-line service delivery, the economic and social benefits of renewable energy schemes and asset stewardship and resource efficiency.

A full list of APSE's research and publications is shown at Appendix 7.

### APSE in the Media

APSE has continued to enjoy a high profile in terms of the national, local government and trade press and has regular articles appearing in the MJ, Local Government Chronicle, Public Finance, Government Opportunities, Inside Housing, Horticulture Week, the Surveyor and Cost Sector Catering.

APSE also successfully secured a number of national press hits including the Telegraph, the Guardian and the BBC news online site. APSE's Chief Executive has a regular opinion column in the MJ and the work of the Association including the promotion of best practice case studies, awards, briefings, research and advocacy is actively promoted in various written and broadcast media. APSE's use of social media including the Chief Executive's blog, LinkedIn and twitter all contribute to promoting APSE's values and message to the wider local government and policy community.

A list of published articles and journals in which APSE has featured is shown at Appendix 7.

### Direct News

APSE published six editions of its newsletter Direct News which provides member authorities with a range of topical information on both strategic and operational issues impacting on front-line local government services. It includes features from national and local politicians, APSE's legal partners and from across APSE's membership showcasing best practice.

Through its partnership with Spacehouse Ltd. APSE has been able to attract significant advertising income to defray the cost of producing Direct News which is available to the membership in hard print copy, by email and on the APSE website.

### Seminars and awards

APSE provides an annual programme of seminars based around themed one-day events and service specific two day seminars. Attendance at APSE seminars is excellent with around 3000 delegates in 2012/13 and customer feedback showing 95% satisfaction with the seminars.

APSE's annual seminar on thriving front-line services was held at the Glasgow Royal Concert Halls on 12-13 September 2012 and was attended by over 250 delegates, visitors and guests. The annual service awards supported by the MJ held at the Hilton Hotel in Glasgow



and hosted by the TV presenter Carol Smillie was attended by over 500 delegates and guests. The event was also attended by the Right Honourable the Lord Provost of Glasgow, Councillor Sadie Docherty.

The full programme of seminars and events is shown at Appendix 5.

## **Advisory groups and strategic forums**

The Association provides a range of national and regional advisory groups which meet on a quarterly basis and are networking groups for officers and elected members from across APSE's membership. The advisory groups highlight new projects and initiatives, best practice from member authorities, innovations from suppliers and changes in policy and legislation impacting on service delivery in local government.

National advisory groups take place in Manchester but there are also area based advisory groups in Scotland, Wales and the South and South West. In Northern Ireland themed meetings perform a similar function to the advisory groups.

APSE also operate a number of strategic forums covering environment and sustainability, healthy communities, citizen engagement, asset management, service transformation, neighbourhoods and localism which provide an opportunity for elected members and senior officers in local government to come together to discuss key strategic and cross cutting issues impacting on local government.

APSE's advisory groups and strategic forums were attended by over 1100 councillors, officers and trade union representatives in 2012/13. A list of the chairs and secretaries of the advisory groups and strategic forums is shown at Appendix 4.

## **Website, briefings and network query service**

APSE's website provides access to membership resources, briefings, and up to date information on training courses, seminars, advisory groups and research. It also includes the Chief Executive's blog and access to the performance networks members' only portal.

The email briefing service provides members with up-to-date information on developments across local government. 60 briefings were issued in 2012 and a further 31 briefings have been issued to date in 2013, covering a diverse range of strategic and service based topics from the Community Right to Challenge to proposed changes to the EU procurement framework and state of the market surveys.

Members throughout the UK make extensive use of the regular network query service with nearly 20,000 contacts on the circulation list. 194 queries were made to obtain ideas, support and best practice across all service areas from peer authorities.

A list of all briefings is shown at Appendix 7. The APSE website address is [www.apse.org.uk](http://www.apse.org.uk).

## **APSE training**

APSE's training arm provides a wide range of management, supervisory skills, health and safety, elected member development and master class courses for its member authorities. In 2012/13 APSE training had its most successful year with some 1100 officers and members attending training events provided at a range of venues across the U.K. including hosting of courses by member authorities.

APSE training is included on the Skills for Scotland procurement framework and has provided training for managers, front-line supervisors, councillors and schools in a wide range of both member and non-member authorities.

Details of training courses provided in 2012/13 are shown at Appendix 5.



## APSE solutions

Solutions is the consultancy and interim management service to local government provided by APSE. APSE solutions undertakes work with a wide range of councils carrying out service reviews; redesigning services; identifying efficiencies; exploring opportunities to generate new income streams; undertaking renewable energy projects; advising on trading and charging and the formation of arms-length arrangements including trusts, co-ops and mutuals; acting as a critical friend; assisting councils in getting value for money from external contracts; insourcing; advising on procurement, legal and technical issues; and working with trade unions on options appraisals and challenging the basis for large scale outsourcing of public services. Solutions has carried out 87 projects in 2012/13 and provided 14 interim managers to local authorities.

APSE solutions provides a cost-effective and ethical alternative to the big consultancy houses and delivers bespoke consultancy to member and non-member authorities utilising a range of skills and expertise drawn from both the public and private sector.

A list of APSE solutions clients is shown at Appendix 8.

## Performance networks

APSE's performance networks has been providing benchmarking and performance management services to local authorities since it was launched in 1999. It provides robust and validated performance data covering the cost, efficiency and quality of front-line local government services from refuse collection to school meals and the management of sports and leisure facilities and community venues.

Performance networks has 179 local authority members and continues to develop a range of added value services for the membership subscription. During the past year APSE launched a new service for cemeteries and crematoria and in partnership with the Society of Chief Officers in Transportation in Scotland (SCOTS) and the County Surveyors Society (CSS) Wales has launched a new asset management benchmarking model for highways (roads) and street lighting.



The service provides a range of family group and bespoke benchmarking reports for member authorities including performance indicator standings reports, summary reports, direction of travel and best practice case studies. The data collected and disseminated by APSE performance networks is utilised through process benchmarking groups and advisory groups.

A full list of performance networks members is shown at Appendix 2.

## Advocating excellence

APSE's advocacy work on behalf of its member local authorities includes responding to government consultations across all of UK devolved administrations and the national government; giving evidence to parliamentary enquiries; lobbying political parties and professional bodies; and ensuring that APSE's policy framework and manifesto is promoted at conferences and seminars across the country.

Amongst the many activities undertaken by APSE and its Principal staff, APSE gave evidence in May 2012 to the Communities and Local Government Select Committee on APSE's research findings on cooperatives and mutuals. The Chief Executive also presented to parliament's Corporate Social Responsibility group on the role of co-ops and mutuals. APSE also gave evidence to the Scottish Parliaments Education and Culture Committee on Leisure Trusts in September 2012.

In early 2013 APSE also coordinated a response to school meals issues relating to the detection of horsemeat in meat supply chains throughout the UK. APSE provided a number of bespoke media briefings to Television and radio reporters as well as national press and worked closely with LACA to ensure a consistent response to the horsemeat scandal from a local authority catering perspective. As part of this strategy assistance was also provided to the Scottish Government officials and ministers and to UK based parliamentarians.

APSE has also been appointed to act as the secretariat for the All Party parliamentary Group on school food.

APSE has hosted fringe meetings at the main party political conferences including Labour, Conservative, Scottish National party, Association of Liberal Democrat Councillors and the Conservative Councillors Association.

A list of political party conferences and national seminars and exhibitions attended is shown at Appendix 5.

## Working with other organisations

APSE works in collaboration with a whole range of organisations across the sector in order to provide support for its member authorities.

APSE works with the public sector trade unions in developing its approach to workforce matters and on projects of mutual benefit. APSE also works alongside other research organisations such as De Montfort University, the Centre for Local Economic Strategies (CLES) and the Institute of Public Policy Research (IPPR) in developing its research programme. APSE has built strong links with the Local Government Association (LGA), the Welsh Local Government Association (WLGA), the Northern Ireland Local Government Association (NILGA) and the Confederation of Scottish Local Authorities (CoSLA) as well as Audit Scotland and the Wales Audit Office.

The range of organisations that APSE has developed collaborative or partnership arrangements are too numerous to mention but include the Society of Chief Officers for Transport in Scotland (SCOTS), the County Surveyors Society (CSS) Wales, the Public Sector Peoples Managers Association (PPMA), Local Authority Caterers Association (LACA), the Chartered Institute of Public Finance and Administration (CIPFA), the Health and Safety Executive (HSE), the Local Government Staff Commission (Northern Ireland), the Society of Local Authority Chief Executives (SOLACE), Keep Britain Tidy (KBT), the Chartered Institute for management of Sport and Physical Activity (CIMSPA), the Association of Building Cleaning DSOs (ABCD), British Association of Cleaning in Higher Education, Chartered Institute of Waste Management (IWM) and the Cabinet Office.

A list of APSE's key partner organisations is shown at Appendix 8.

## Approved Partners

APSE's approved partner scheme for local authority suppliers has been operating successfully for over 10 years, providing an opportunity for suppliers to local government to promote their products and services at seminars and events organised by APSE and through the website and Direct News. The approved partner scheme also gives APSE member authorities the opportunity to access the latest products and technical developments across the sector and to be able to demonstrate the value of new products and services to their authorities. Our approved partners sponsor awards and exhibit at seminars and events organised by the Association and APSE members continue to benefit from building strong relationships with a range of trusted suppliers to local government.

A list of Approved Partners is shown at Appendix 1 and Appendix 8.

## Staffing

APSE continues to invest in its most important resource, its own staff, who provide services and support to our member local authorities.

In September 2012 Helen Burkhalter joined the Association as APSE's Principal Advisor for the South and South West region based in Oxford which has enabled APSE to expand its membership development work and activities in the South of England. Louise McMillan the marketing and Co-Ordination Officer in Scotland has also been acting up as Principal Advisor for Scotland since December 2012.

As part of the process of insourcing the data computation and analysis contract for performance networks, APSE has expanded its performance networks team and in April 2012, John Coatman joined the team as the Data Processing and Analysis Officer. Jennifer Stanley who formerly worked as APSE's Marketing and Coordination Officer has joined the team as a Performance Networks Officer and Michael Egerton has been successful in being recruited into the post of Marketing and Coordination Officer.

Notable departures in the year include Adele Reynolds who was working with APSE as a Research Associate on the KTP with De Montfort University. Adele has gone on to Join New Economy an economic think-tank based in Manchester and APSE wish Adele every success for the future.

Nicola Carroll continues to be retained by APSE as a media consultant to assist with press and media.

APSE is accredited for Investors in People (IIP), ISO9001 (quality assurance), ISO14001 (environmental management) and ISO27001 (Information Security).

APSE staff members are shown at Appendix 9.

**Below: APSE delegates in discussion during a performance networks workshop**





**Above: The APSE service awards pre dinner reception. From left to right: Cllr Jim Dochert, South Lanarkshire Council, Heather Wakefield, UNISON, Dougie McMillan, South Lanarkshire Council, Mrs McMillan, Paul O'Brien, APSE, Awards presenter Carole Smiley, Brian Devlin, Glasgow City Council, Rt Hon Lord Provost of Glasgow City Council**

**Below: Regular exhibitors Numatic International at the APSE annual seminar with incoming National Chair and Secretary Cllr John Kerr Brown and John Coates**



## Section 4: Finances



**Association for Public Service Excellence**

**Income and Expenditure Account  
for the year ended 31 March 2013**

<b>Income</b>	Note	APSE £	APSE Solutions £	APSE Training £	Performance Networks £	Total 2013 £	Total 2012 £
National membership fees		546,204	-	-	690,000	1,236,204	1,264,373
Approved partners		16,088	-	-	-	16,088	20,475
Seminar income		342,202	-	-	59,906	402,108	405,713
Consultancy and training income		-	1,031,465	190,316	8,800	1,230,581	1,146,113
Special projects income		60,307	-	-	-	60,307	54,375
Publication sales		30,861	-	-	-	30,861	37,266
Miscellaneous income		7,796	-	-	1,075	8,871	7,999
Bank interest		21,558	-	-	-	21,558	17,190
<b>Total income</b>		<u>1,025,016</u>	<u>1,031,465</u>	<u>190,316</u>	<u>759,781</u>	<u>3,006,578</u>	<u>2,953,504</u>
<b>Expenses</b>							
Establishment		517,784	173,627	99,935	338,539	1,129,885	1,029,027
Associates		-	753,053	50,778	29,770	833,601	833,925
Seminar costs		185,889	3,330	-	88,516	277,735	270,324
Meetings		26,654	26	4,360	2,380	33,420	30,602
Fringe meetings		8,299	-	-	-	8,299	8,088
Premises costs		41,992	7,394	6,356	24,803	80,545	92,360
Office costs		61,757	2,363	2,076	25,509	91,705	127,649
Printing and photocopying		119,132	1,363	2,000	58,661	181,156	169,345
Professional fees		17,428	-	-	149,724	167,152	155,184
Promotional/advertising		15,421	-	358	358	16,137	25,086
Bad debts		3,727	-	369	(8,432)	(4,336)	8,942
Depreciation		15,317	-	-	-	15,317	5,953
Miscellaneous		6,850	48	54	1,599	8,551	7,110
Development and special projects		26,697	-	-	-	26,697	36,976
Membership retention	4	70,773	-	-	-	70,773	52,698
<b>Total expenses</b>		<u>1,117,720</u>	<u>941,204</u>	<u>166,286</u>	<u>711,427</u>	<u>2,936,637</u>	<u>2,853,269</u>
<b>Net surplus/(deficit) for the year</b>		<u>(£ 92,704)</u>	<u>£ 90,261</u>	<u>£ 24,030</u>	<u>£ 48,354</u>	<u>£ 69,941</u>	<u>£ 100,235</u>

**Association for Public Service Excellence**

**Balance Sheet  
as at 31 March 2013**

	Note	2013 £	2012 £
<b>Fixed assets</b>			
Tangible assets	5	15,316	-
<b>Current assets</b>			
Debtors	6	627,271	508,622
Current asset investments	7	1,028,941	1,008,034
Cash at bank and in hand		284,217	280,071
		<u>1,940,429</u>	<u>1,796,727</u>
<b>Creditors: amounts falling due in less than one year</b>	8	(408,578)	(319,501)
<b>Net current assets</b>		<u>1,531,851</u>	<u>1,477,226</u>
<b>Total assets less current liabilities</b>		<u>£ 1,547,167</u>	<u>£ 1,477,226</u>
<b>Reserves</b>			
General reserves		1,505,406	1,464,692
Membership retention fund		41,761	12,534
	9	<u>£ 1,547,167</u>	<u>£ 1,477,226</u>

Insert new charts

# Appendices



# Appendix 1: APSE members 2012-13

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## Approved Partners: 8

Colas Ltd, Consilium Technologies Ltd, DAF Trucks Ltd, IQ Software Systems, Scotshield Ltd, SGM UK Ltd, Websapx Limited, Zoeller Waste Systems Limited.

## Associate: 16

Aspire Housing, CBS Ltd, Department of Finance and Personnel Northern Ireland, Glasgow Housing Association, GMB, Keep Britain Tidy, Local Government Information Unit, Local Government Staff Commission for Northern Ireland, Neath Port Talbot Homes, NILGA, NIPSA, Northern Ireland Housing Executive, Rossendale Leisure Trust, UNISON, UNITE, Vision Redbridge Culture & Leisure.

## APSE Central: 33

Ashfield District Council, Bassetlaw District Council, Birmingham City Council, Bolsover District Council, Broxtowe Borough Council, Cannock Chase Council, Chesterfield Borough Council, Corby Borough Council, Coventry City Council, Derbyshire County Council, Dudley Metropolitan Borough Council, Gedling Borough Council, High Peak Borough Council, Kettering Borough Council, Leicester City Council, Mansfield District Council, Newcastle under Lyme Borough Council, Northamptonshire County Council, North East Derbyshire District Council, Nottingham City Council, Nottinghamshire County Council, Nuneaton & Bedworth Borough Council, Rugby Borough Council, Shropshire Council, South Staffordshire Council, Stafford Borough Council, Staffordshire County Council, Stoke-on-Trent City Council, Telford & Wrekin Council, Walsall Metropolitan Borough Council, Warwickshire County Council, Wolverhampton City Council, Worcester City Council.

## APSE Northern: 59

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Council, City of Bradford Metropolitan District Council, Calderdale Council, Cheshire East Council, Cheshire West and Chester Council, City of Lincoln Council, City of York Council, Cleveland Police Authority, Copeland Borough Council, Cumbria County Council, Darlington Borough Council, Doncaster Metropolitan Borough Council, Douglas Borough Council, Durham County Council, East Riding of Yorkshire Council, Gateshead Council, Greater Manchester Fire & Rescue Service, Halton Borough Council, Harrogate Borough Council,

Hartlepool Borough Council, Hull City Council, Hyndburn Borough Council, Kirklees Council, Knowsley Metropolitan Borough Council, Lancashire County Council, Lancaster City Council, Leeds City Council, Liverpool City Council, Manchester City Council, Middlesbrough Borough Council, Newcastle City Council, North East Lincolnshire Council, North Lincolnshire Council, North Tyneside Council, Northumberland Council, Oldham Metropolitan Borough Council, Pendle Borough Council, Preston City Council, Redcar & Cleveland Borough Council, Rochdale Metropolitan Borough Council, Rotherham Metropolitan Borough Council, Salford City Council, Scarborough Borough Council, Sefton Council, Sheffield City Council, South Tyneside Metropolitan Borough Council, Stockport Metropolitan Borough Council, Stockton on Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Trafford Council, Wakefield Council, Warrington Borough Council, West Lindsey District Council, Wigan Council, Wyre Borough Council.

## APSE Northern Ireland: 18

Ards Borough Council, Armagh City & District Council, Ballymena Borough Council, Belfast City Council, Belfast Education Library Board, Coleraine Borough Council, Craigavon Borough Council, Derry City Council, Down District Council, Fermanagh District Council, Larne Borough Council, Newry & Mourne District Council, North Down Borough Council, North Eastern Education Library Board, Southern Education Library Board, South Eastern Education Library Board, Strabane District Council, Western Education Library Board.

## APSE Scotland: 35

Aberdeen City Council, Aberdeenshire Council, Angus Council, Argyll & Bute Council, Clackmannanshire Council, Dumfries & Galloway Council, Dundee City Council, East Ayrshire Council, East Dunbartonshire Council, East Lothian Council, East Renfrewshire Council, City of Edinburgh Council, Falkirk Council, Fife Council, Glasgow City Council, Highland Council, Inverclyde Council, Midlothian Council, Moray Council, North Ayrshire Council, North Lanarkshire Council, Orkney Islands Council, Perth & Kinross Council, Renfrewshire Council, Scotland Excel, Scottish Borders Council, Shetland Islands Council, South Ayrshire Council, South Lanarkshire Council, Stirling Council, Strathclyde Fire Brigade, Tayside Contracts,

West Dunbartonshire Council, West Lothian Council, Western Isles Island Council.

## APSE South & South

### West: 43

Bath & North East Somerset Council, Bedford Borough Council, Braintree District Council, Bristol City Council, Cambridge City Council, Chelmsford Borough Council, City of London Corporation, Cornwall Council, Crawley Borough Council, Dorset County Council, Eastleigh Borough Council, Enfield Council, Exeter City Council, Greenwich Council, Guildford Borough Council, London Borough of Hackney, Hampshire County Council, Harrow Council, London Borough of Havering, Hertsmere Borough Council, Ipswich Borough Council, Isle of Wight Council, Luton Borough Council, Maidstone Borough Council, Merton Council, Milton Keynes Borough Council, Norse Commercial Services, Oxford City Council, Peterborough City Council, Plymouth City Council, Portsmouth City Council, Reading Borough Council, Sevenoaks District Council, Southampton City Council, South Gloucestershire Council, Stevenage Borough Council, Stroud District Council, Swindon Borough Council, Thanet District Council, Thurrock Council, London Borough of Tower Hamlets, Vale of White District Council, South Oxfordshire District Council, Wandsworth Council.

### APSE Wales: 21

Bridgend County Borough Council, Caerphilly County Borough Council, Cardiff Council, Carmarthenshire County Borough Council, Ceredigion CC, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Gwynedd Council, Isle of Anglesey County Council, Merthyr Tydfil County Borough Council, Monmouthshire County Council, Neath Port Talbot County Borough Council, Newport City Council, Pembrokeshire County Council, Powys County Council, Rhondda Cynon Taf County Borough Council, City & County of Swansea, Torfaen County Borough Council, Vale of Glamorgan Council, Wrexham County Borough Council.

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## Total: 233 members

## Appendix 2: APSE performance networks members 2012-13

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### APSE central (29 members)

Ashfield District Council, Aspire Housing Ltd, Bassetlaw District Council, Birmingham City Council, Bolsover District Council, Broxtowe Borough Council, Chesterfield Borough Council, Corby Borough Council, Derbyshire County Council, Dudley Metropolitan Borough Council, Gedling Borough Council, High Peak Borough Council, Hinckley & Bosworth Borough Council, Kettering Borough Council, Leicester City Council, Mansfield District Council, Newcastle-Under-Lyme Borough Council, North East Derbyshire District Council, North Warwickshire Borough Council, Nottingham City Council, Nottinghamshire County Council, South Staffordshire Council, Stafford Borough Council, Staffordshire County Council, Stoke-on-Trent City Council, Telford & Wrekin Council, Walsall Metropolitan Borough Council, Warwickshire County Council, Wolverhampton City Council

### APSE northern (57 members)

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Metropolitan Borough Council, Bradford Metropolitan District Council, Burnley Borough Council, Calderdale Metropolitan Borough Council, Cheshire East Council, Cheshire West and Chester Council, City of Lincoln Council, City of York Council, Copeland Borough Council, Darlington Borough Council, Doncaster Metropolitan Borough Council, Douglas Borough Council, Durham County Council, East Lindsey District Council, East Riding of Yorkshire Council, Gateshead Metropolitan Borough Council, Greater Manchester Fire and Rescue Service, Halton Borough Council, Hartlepool Borough Council, Hull City Council, Hyndburn Borough Council, Kirklees Council, Knowsley MBC, Lancashire County Council, Lancaster City Council, Liverpool City Council, Manchester City Council, Middlesbrough Borough Council, Newcastle City Council,

North East Lincolnshire DC, North Lincolnshire Council, North Tyneside MBC, Northumberland County Council, Oldham Metropolitan Borough Council, Preston City Council, Redcar & Cleveland Borough Council, Rochdale Metropolitan Borough Council, Rossendale Leisure Trust Ltd, Rotherham MBC, Sefton Metropolitan Borough Council, Sheffield City Council, South Tyneside MBC, St Helens MBC, Stockport Metropolitan Borough Council, Stockton-on-Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Trafford Metropolitan Borough Council, Wakefield MDC, Warrington Borough Council, West Lindsey District Council, Wigan Leisure & Culture Trust, Wirral Metropolitan Borough Council, Wyre Borough Council

### APSE Northern Ireland region (6 members)

Armagh City and District Council, Belfast City Council, Department for Regional Development Roads Service, Department of Finance and Personnel NI (DFP NI), Larne Borough Council, North Down Borough Council

### APSE Scotland (34 members)

Aberdeen City Council, Aberdeenshire Council, Angus Council, Argyll & Bute Council, City of Edinburgh Council, Clackmannanshire Council, Dumfries & Galloway Council, Dundee City Council, East Ayrshire Council, East Dunbartonshire Council, East Lothian Council, East Renfrewshire Council, Falkirk Council, Fife Council, Glasgow City Council, Glasgow Housing Association, Highland Council, Inverclyde Council, Midlothian Council, Moray Council, North Ayrshire Council, North Lanarkshire Council, Orkney Islands Council, Perth & Kinross Council, Renfrewshire Council, Scottish Borders Council, Shetland Islands Council, South Ayrshire Council, South Lanarkshire Council, Stirling Council, Tayside Contracts, West Dunbartonshire Council, West Lothian

Council, Western Isles Council

### APSE Southern and South West (31 members)

1610 Limited, Bedford Borough Council, Braintree District Council, Bristol City Council, Chelmsford Borough Council, Community Building Services (CBS) Ltd, Cornwall Council, Crawley Borough Council, Dorset County Council, Eastleigh Borough Council, Enfield London Borough, Gallions Housing Association, Guildford Borough Council, Hackney London Borough, London Borough of Havering, London Borough of Redbridge, London Borough of Richmond upon Thames, London Borough of Tower Hamlets, Luton Borough Council, Maidstone Borough Council, Mendip District Council, Milton Keynes Council, Oxford City Council, Plymouth City Council, Reading Borough Council, South Gloucestershire Council, Southampton City Council, Stevenage Borough Council, Swindon Borough Council, Thurrock Council, Waveney District Council

### APSE Wales (22 members)

Blaenau Gwent County BC, Bridgend County Borough Council, Caerphilly County Borough Council, Cardiff Council, Carmarthenshire County Council, Ceredigion County Council, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Gwynedd Council, Isle of Anglesey County Council (WU), Merthyr Tydfil County Borough Council, Monmouthshire County Council, Neath Port Talbot County BC, Newport City Council, Pembrokeshire County Council, Powys County Council, Rhondda Cynon Taf County BC, Swansea City & County, Torfaen County Borough Council, Vale of Glamorgan County BC, Wrexham County Borough Council

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**Total: 179 members as at 31 March 2013**

## Appendix 3: National Council members 2012-13

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### **National Chair:**

Cllr John Kerr-Brown, Warrington Borough Council

### **National Secretary:**

John Coates, North Lincolnshire Council

### **Past National Chair:**

Cllr Jim Docherty, South Lanarkshire Council

### **Past National Secretary:**

Dougie McMillan, South Lanarkshire Council

### **Prospective National Chair:**

Cllr Leon Unczur, Nottingham City Council

### **Prospective National Secretary:**

Alistair Merrick, Wolverhampton City Council

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### **APSE Scotland**

#### **Chair**

Cllr Thomas Lunny, North Lanarkshire Council

#### **Secretary**

Paul Jukes, North Lanarkshire Council

#### **Additional members**

Cllr Ramsey Milne, Aberdeen City Council

Cllr Frank Anderson, West Lothian Council

Elaine Melrose, West Dunbartonshire Council

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### **APSE Northern Ireland**

#### **Chair**

Cllr Eamonn O'Neill, Down District Council

#### **Secretary**

Pat McCluskey, Down District Council

#### **Additional members**

Cllr Thomas Kerrigan, Strabane Council

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### **APSE Wales**

#### **Chair**

Cllr Arwyn Woolcock, Neath Port Talbot County Borough Council

#### **Secretary**

Martin Nicholls, City and County of Swansea

#### **Additional members**

Cllr Clive Lloyd, City and County of Swansea

Karen Armstrong, Flintshire County Council

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### **APSE Northern**

#### **Chair**

Cllr John Kerr-Brown, Warrington Borough Council

#### **Secretary**

John Coates, North Lincolnshire Council

#### **Additional members**

Cllr Clive Robson, Durham County Council

Norman Ramsey, Durham County Council

Mick Lovatt, Preston City Council

Anita Brown, Stockton-on-Tees Borough Council

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### **APSE Central**

#### **Chair**

Cllr Leon Unczur, Nottingham City Council

#### **Secretary**

Alistair Merrick, Wolverhampton City Council

#### **Additional members**

Cllr Seamus Creamer, Gedling Borough Council

Cllr Mark Pengelly, Corby Borough Council

Cllr Elias Mattu, Wolverhampton City

Council

Cllr Robin Brown, Northamptonshire County Council

Caroline McKenzie, Gedling Borough Council

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### **APSE Southern and South West**

#### **Chair**

Cllr Richard Williams, Southampton City Council

#### **Secretary**

Paul Peters London Borough of Enfield

#### **Additional members**

Cllr Jean Heywood, Hertsmere Borough Council

Cllr Philip O'Dell, LB of Harrow

Cllr Van Coulter, Oxford City Council

Andrew Martin, Dorset County Council

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### **Associate Members**

John McPeake, Director of Design and Property Services, Northern Ireland Housing Executive

Brian Campfield, General Secretary, NIPSA

Dave Mathieson, National Secretary, UNITE

Heather Wakefield, National Secretary for Local Government, UNISON

Adrian Kerr, Chief Executive, LGSC

Alan Waters, Policy Officer, LGIU

Brian Strutton, National Secretary, GMB

## Appendix 4: Advisory group and strategic forum chairs and secretaries 2012-13

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### **Advisory groups**

#### ***Building cleaning advisory group***

Chair - Cllr Tommy Fearn, Knowsley Metropolitan Borough Council

Secretary - Vacant

#### ***Service improvement and performance management advisory group***

Chair: Cllr Jim McGuigan, North Lanarkshire Council

Secretary: Richard Llewellyn, North Lanarkshire Council

#### ***Catering advisory group***

Chair - Cllr Joe Lowe, South Lanarkshire Council

Secretary - Debbie Clarke, Wigan Council

#### ***Service delivery models advisory group***

Chair - Cllr John Pantall, Stockport Council

Secretary - Nic Cox, Solutions SK Ltd

#### ***Housing, construction and building maintenance***

advisory group

Chair: Cllr Eamonn O'Neill, Down District Council

Secretary: Phil Brown, A1 Housing, Bassetlaw

#### ***Sports and leisure management advisory group***

Chair: Cllr Leon Unczur, Nottingham City Council

Secretary: Vacant

#### ***Parks, horticulture and grounds maintenance advisory group***

Chair: Alderman Hubert Nicholl, Ballymena Borough Council

Secretary: Bernie Candlish, Ballymena Borough Council

#### ***Vehicle maintenance and transport advisory group***

Chair: Alderman Charles Price, Bristol City Council

Secretary: Damian Walshe, Knowsley Metropolitan Borough Council

#### ***Renewables and climate change advisory group***

Chair: Cllr Robert Boswell, Preston City Council

Secretary: Mick Lovatt, Preston City Council

#### ***Waste management, refuse collection and street cleansing advisory group***

Chair: Cllr Symon Fraser, East Riding of Yorkshire Council

Secretary: Huw Roberts, East Riding of Yorkshire Council

#### ***Roads, highways and street lighting advisory group***

Chair: Cllr Frank Anderson, West Lothian

Secretary: Kevin Melling, Cheshire East Council

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### **Strategic forums chairs**

#### ***Sustainability and Environment***

Chair: Cllr Richard Williams, Southampton City Council

#### ***Asset Management & Regeneration***

Chair: Cllr Jim Docherty, South Lanarkshire Council

#### ***Communities, Neighbourhoods and Localism***

Chair: Cllr Paul Findlow, Cheshire East Council

#### ***Citizen Engagement, Governance and Service Delivery***

Chair: Cllr John Kerr Brown, Warrington Borough Council

#### ***Healthy Communities:***

Chair: Cllr Robin Brown, Northamptonshire County Council

#### ***Service Transformation***

Cllr Arnold Woolley, Flintshire County Council

# Appendix 5: Seminars, meetings, training and promotional activity 2011-12

## In-house courses

**Lunchtime supervisor training** 16.04.12  
South Hunsley

**Programme and Project management**  
17.04.12 West Lindsey

**Cemeteries and Crematoria supervisory skills for team leaders** 26.04.12  
Renfrewshire

**Streetcleansing and street scene supervisory skills for team leaders** 14.05.12  
Edinburgh

**Streetcleansing and street scene supervisory skills for team leaders** 15.05.12  
Edinburgh

**Streetcleansing and street scene supervisory skills for team leaders** 16.05.12  
N Lanarkshire

**Health and safety in waste industry**  
22.05.12 The Highland Council

**Workshop for StreetScene chargehands**  
26.06.12 Southampton

**Clean Neighbourhoods in Northern Ireland**  
28.06.12 Newry & Mourne

**Catering / Cleaning service - supervisory skills for team leaders** 29.06.12 Wrexham

**Supervisory skills for the Building maintenance and repairs sector** 17.08.12  
Lincoln

**Streetcleansing and street scene supervisory skills for team leaders** 18.09.12  
Rhondda Cynon Taf

**Streetcleansing and street scene supervisory skills for team leaders** 19.09.12  
Rhondda Cynon Taf

**Streetcleansing and street scene supervisory skills for team leaders** 20.09.12  
Rhondda Cynon Taf

**Streetcleansing and street scene supervisory skills for team leaders** 26.09.12  
Cambridge

**Project Management** 28.09.12 Derry City Council

**Project Management in Local Government** 08.10.12  
Chesterfield

**Streetcleansing and street scene supervisory skills for team leaders** 09.10.12  
Rhondda Cynon Taf

**Streetcleansing and street scene supervisory skills for team leaders** 10.10.12  
Rhondda Cynon Taf

**Streetcleansing and street scene supervisory skills for team leaders** 11.10.12  
Rhondda Cynon Taf

**Handling Difficult Conversations** 01.11.12  
Stafford

**Project Management in Local Government** 07.11.12  
Derry City Council

**Train the Trainer sessions: Lunchtime Supervisor training modules for "Getting the most out of lunchtimes at school"** 16.11.12  
Beverley - East Riding of Yorkshire Council

**Lean System Thinking** 22.11.12 South Ayrshire

**Lean System Thinking** 23.11.13 South Ayrshire

**Park Wardens and Enforcement Powers** 07.01.13  
Belfast

**Health and Safety in Waste and Environmental Services** 14.01.13  
Darlington

**Streetcleansing and street scene supervisory skills for team leaders** 28.01.12  
Pembrokeshire

**Streetcleansing and street scene supervisory skills for team leaders** 29.01.12  
Pembrokeshire

**Supervisory skills for the Building maintenance and repairs sector** 04.02.13  
Riverside

**Managing Contractors** 11.02.13  
Masterclass West Lothian

**Managing Contractors** 12.02.13  
Masterclass West Lothian

**Waste and Street Cleansing in Northern Ireland** 18.02.13  
Belfast

**Health & Safety in Waste & Environmental Services** 20.02.13  
North Lanarkshire Council

**Health and Safety in amenities and ground care (Land services)** 21.02.13  
North Lanarkshire Council

**Event Management** 25.02.13  
Maldon District Council, Essex

**Streetcleansing and street scene supervisory skills** 05.03.13  
Wakefield

**Supervisory Skills in Building Maintenance** 14.03.13  
Chesterfield

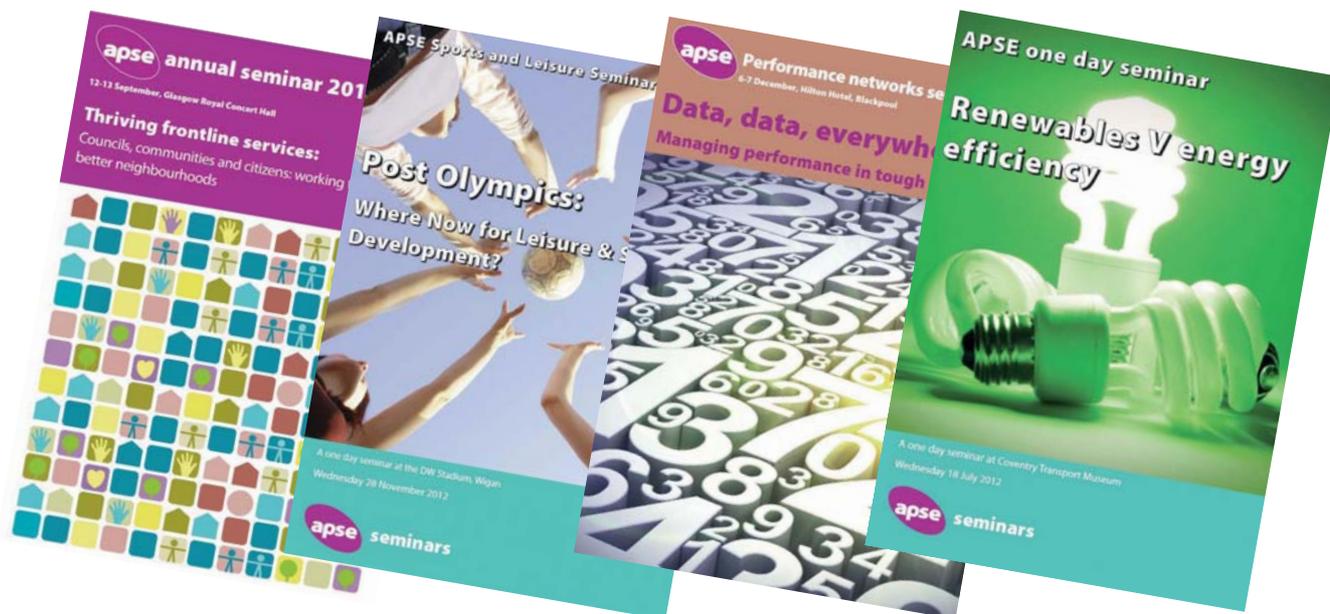
**Supervisory Skills in Building Maintenance** 18.03.13  
Lincoln

**Health & Safety for Waste & Environmental Services for Managers** 21.03.13  
Aberdeenshire

**Health & Safety for Waste & Environmental Services for frontline supervisors** 22.03.13  
Aberdeenshire

**Waste and Street Cleansing in Northern Ireland** 25.03.13  
Belfast





## Masterclasses

**Tools for efficiencies and savings in Street Cleansing** 26.04.12 Manchester

Preparing for a street cleansing or grounds maintenance in house bid 17.05.12 Manchester

**Clean neighbourhoods act 2011 Northern Ireland** 28.05.12 hosting Fermanagh

**The Localism Act** 30.05.12 Leeds

**Clean neighbourhoods act 2011 Northern Ireland** 13.06.12 hosting Coleraine

**Preparing for a leisure services in house bid** 28.06.12 Manchester

**Managing Cemeteries and Crematoria** 05.07.12 hosting Blackburn

**Managing Gas Contracts** 09.07.12 Manchester

**Health and Safety in waste and environmental services - for frontline supervisors** 13.07.12 Edinburgh

**Managing Cemeteries and Crematoria** 23.08.12 Glasgow

**Tools for efficiencies and savings in Street Cleansing** 20.09.12 Manchester

**Managing Cemeteries and Crematoria** 10.10.12 Chesterfield

**Managing Gas Contracts** 05.11.12 Glasgow

**Managing cemeteries and crematoria** 21.01.13 Wakefield - hosting

**Managing Gas Contracts** 05.02.13 London

**Health & Safety in Waste & Environmental Services** 06.02.13 Glasgow

**Health & Safety in Amenity Services & Grounds Maintenance** 15.02.13 Manchester

**Health & Safety in Amenity Services & Grounds Maintenance** 08.03.13 Edinburgh

**Health & Safety in Amenity Services &**

**Grounds Maintenance** 15.03.13 London

**Health & Safety in Leisure Centres** 27.03.13 Glasgow

## Public courses

**Streetcleansing and street scene supervisory skills for team leaders** 04.04.12 Chesterfield

**Leisure, sports and culture - supervisory skills for team leaders** 21.05.12 Angus

**Cemeteries and Crematoria supervisory skills for team leaders** 24.05.12 Manchester

**Identifying damp, timber mould and structural problems** 26.06.12 Glasgow

**Gas Safety Awareness** 02.07.12 Manchester

**Streetcleansing and street scene supervisory skills for team leaders** 11.07.12 Manchester

**Project Management in Local Government** 07.08.12 Edinburgh

**Supervisory skills for the Building maintenance and repairs sector** 10.08.12 Manchester

**Project Management in Local Government** 16.08.12 Manchester

**Writing, Developing & Delivering Service Level Agreements** 23.08.12 North Lanarkshire Council

**Leisure, sports and culture - supervisory skills for team leaders** 06.09.12 Hart

**Cemeteries and Crematoria supervisory skills for team leaders** 17.10.12 Dudley

**Supervisory skills for the Building maintenance and repairs sector** 30.10.12 Carlisle

**Identifying damp, timber mould and structural problems** 13.11.12 Edinburgh

**Supervisory Skills in Building Maintenance** 29.11.12 Gateshead

**Project Management in leisure services**

04.12.12 Liverpool

**leisure sport and culture - supervisory skills for team leaders** 05.12.12 Larne

**Project Management in Local Government** 11.01.13 Leeds

**Writing, Developing & Delivering Service Level Agreements** 17.01.13 Glasgow

**Managing Allotments** 22.01.13 Walsall -

**Handling Difficult Conversations with Frontline Staff** 07.02.13 Hosted by Powys

**Project Management in leisure services** 08.02.13 London

**Streetcleansing and street scene supervisory skills for team leaders** 13.02.13 Staffs Moorlands

**Cemeteries and Crematoria supervisory skills for team leaders** 26.02.13 Gedling

**Managing Allotments** 12.03.13 Preston

**Train the Trainer sessions: Lunchtime Supervisor training modules for "Getting the most out of lunchtimes at school"** 26.03.13 Glasgow

## Service specific national seminars:

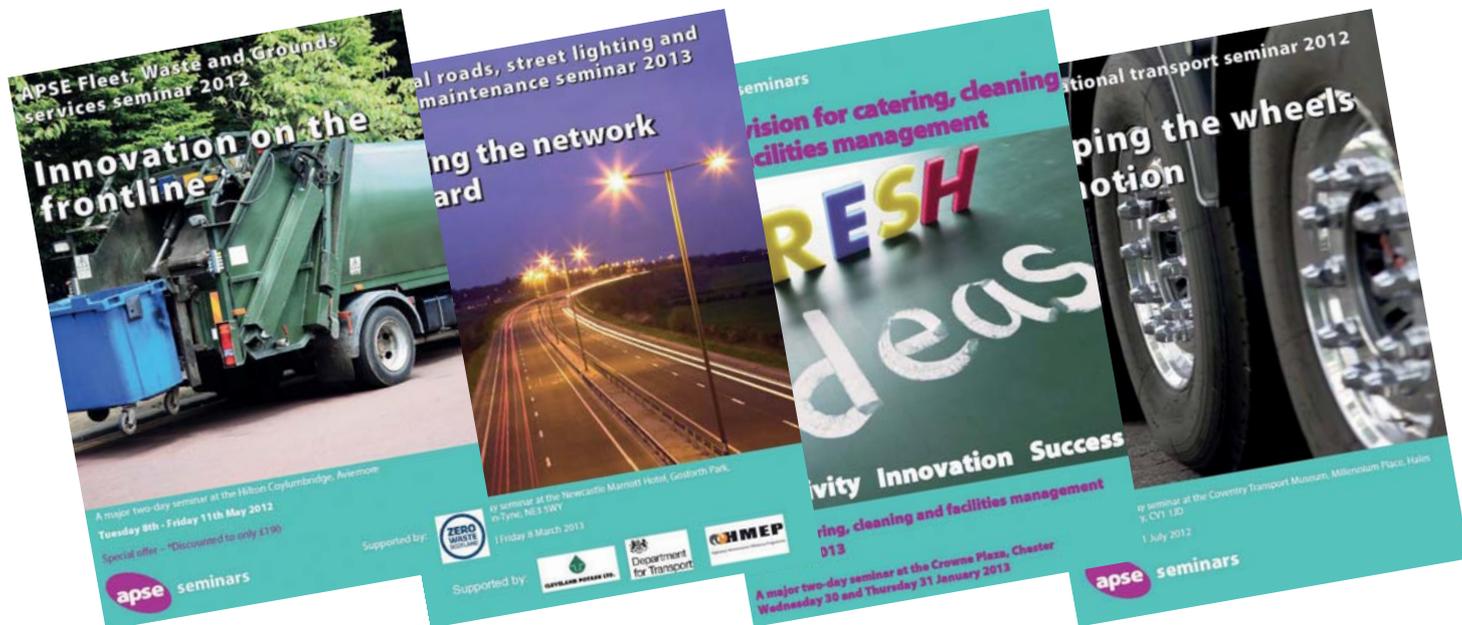
**Annual seminar 2012: 'Thriving frontline services'**, Glasgow Royal Concert Hall, 12-13 September 2012

**Housing and building seminar 2012: 'Options for improving a varied and changing service'**, Leeds Marriott Hotel, 18-19 October 2012

**Environmental services seminar 2012: 'Delivering innovation in frontline services'** Hinckley Island Hotel, 7-8 November 2012

**Performance networks seminar 2012: 'Armchair audit; Data, data, everywhere'** Hilton Hotel, Blackpool, 6-7 December 2012

**Facilities management seminar 2013:**



'Fresh Ideas', Crowne Plaza, Chester, 30-31 January 2013

**Roads, highways and street lighting seminar 2012: 'Moving the network forward'** Newcastle Marriott Hotel, 7-8 March 2013

### Additional one day seminars:

**Street cleansing seminar: A clean sweep** Birmingham, 28 February 2012

**Renewables vs energy efficiency**, Stockton on Tees, 26 April 2012

**Health and safety across the services** Bristol, 19 June 2012

**Keeping the wheels in motion**, Coventry, 11 July 2012

Frontline services: preparing for challenges Manchester, 13 July 2013

**Can money grow on trees?** Windsor, 17 July 2012

**Renewables vs energy efficiency** Coventry, 18 July 2012

**Post olympics: where now?** Wigan, 28 November 2012

**Keeping safe, keeping healthy** Hamilton, 25 January 2013

**Managing demand: Responding to budget reductions in local government frontline services** Harrogate, 14 March 2013

**No going back: Creating self-sustaining parks and greenspaces** Manchester, 20 March 2013

### Meetings held

#### National Council:

14 & 15 June 2012, York

11 September 2012, Glasgow

14 December 2012, Belfast

22 March 2013, London

Annual General Meeting:  
12 September 2012, Glasgow

**Policy, Performance and Scrutiny Sub Committee:**

26 July 2012, Oxford

18 October 2012, Leeds

14 February 2013, Manchester

Full Association Meeting:

18 January 2013, Edinburgh

### National conferences and exhibitions

**UNISON Local Government Conference**, 17-18 June 2012

**LGA Annual Conference**, 26-28 June 2012

### Regional seminars:

#### Scotland:

**Fleet, waste and grounds services seminar** 8-11 May 2012, Aviemore

**Facilities management seminar** - 1 November 2012, North Lanarkshire

**Housing and building seminar** - 21-22 February 2013, Peebles

#### Northern:

**Annual general meeting and seminar** - 22 June 2012, Newcastle Upon Tyne

**'Community right to challenge'** - 2 August 2012, Knaresborough

**'Learning from best practice and recycling'** - 16 November 2012, Hull

**'Income generation and innovation in service delivery'** - 8 March 2013, Knowsley

#### Central:

Annual general meeting - 18 July 2012, Coventry

#### Wales:

Annual general meeting and Innovation, income generation and efficiencies seminar - 22 June 2012, Llandrindod Wells

Skills, apprenticeships and training for front line services - 22 August 2012, Llandrindod Wells

Wales winter maintenance workshop - 26 October 2012, Powys

#### South/South West

Annual general meeting - 21 June 2012, London

Service delivery models and considerations for Teckal Companies - 6 July 2012, London

Can money grow on trees? - 17 July 2012, Windsor

#### Northern Ireland:

Annual general meeting - 29 June 2012

'Making the most of your leisure facilities' 2 November, Armagh 2012

'What's the future for waste?' 3 December 2012, Belfast

'Local government reorganisation - are we there yet?' 15 March 2013, Down

### Political party exhibits

**Liberal Democrat Party Conference**, September 2012

**Labour Party Conference**, September 2012

**Conservative Party Conference**, October 2012

**Scottish Labour Party Conference**, October 2012

**Scottish Liberal Democrats Conference**, October 2012

**Scottish National Party Conference**, October 2012

**Association of Liberal Democrat Councillors** September 2012

**Scottish National Party Conference**, March 2013

## Appendix 6: Award winners 2012/13

### APSE apprentice awards 2012/13

<i>Award</i>	<i>Winner</i>	<i>Authority</i>
Highways and street lighting	David Daff	Newcastle City Council
Male Building Skills	Andres Pinero Ruiz	Fife Council
Male Mechanical and Electrical	Titel Lia	City of Lincoln
Female Building and Electrical	Lindsay Brooksbank	East Riding of Yorkshire Council
Horticulturist	Finulla McCloskey	Glasgow City Council
Transport and Vehicle Maintenance	Michael Guinnane	North Lanarkshire Council
Scottish Building and Housing - 1st Year	Gillian Neill Morrison	Scotland LLP/North Lanarkshire Council
Scottish Building and Housing - 2nd Year	John Deacon	Fife Council
Scottish Building and Housing - 3rd Year	Elisha McKendrick	West Dunbartonshire Council
Scottish Building and Housing - 4thYear	Steven Bell	South Lanarkshire Council
Scottish Building and Housing 1st and 2nd Year Overall Winner	John Deacon	Fife Council
Scottish Building and Housing 3rd and 4th Year overall winner	Steven Bell	South Lanarkshire Council

### APSE service awards winners (September 2012)

<i>Award</i>	<i>Winner</i>
Best employee and equality initiative	West Lindsay District Council
Best elected member development initiative	London Borough of Enfield
Best housing and regeneration initiative	Swindon Commercial Services
Best efficiency initiative	Liverpool City Council
Best healthy living initiative	Stockton on Tees Borough Council/ NHS Stockton on Tees
Best public / private partnership working initiative	London Borough of Havering
Best public / public partnership working initiative	North, East and South Ayrshire Councils
Best public / voluntary partnership working initiative	Sheffield City Council
Best community and neighbourhood initiative	Derry City Council
Best information and communication technology initiative	Aberdeen City Council
Best environmental initiative	Wrexham County Borough Council
Best service team construction and building maintenance services	Stockport Homes Ltd and Stockport Council
Best service team catering services	Wigan Council/Metrofresh
Best service team building/facilities cleaning S	Scottish Borders Council
Best service team highways, winter maintenance and street lighting	Dorset County Council
Best service team transport and fleet	Knowsley Council
Best service team waste management and recycling	Caerphilly County Borough Council
Best service team streetscene and public realm	Wakefield Metropolitan District Council
Best service team parks, grounds and horticultural	Nottingham City Council
Best service team sports, leisure and cultural	Durham County Council
Overall service team of the year	Nottingham City Council



*Winners of the Best performer for Civic, Cultural and Community Venues, Neath Port Talbot County Borough Council celebrate in Blackpool*

### Performance networks awards winners (December 2012)

<i>Award</i>	<i>Most improved performer</i>	<i>Best performer</i>
Building cleaning	Oldham Metropolitan Borough Council	Midlothian Council
Building maintenance	West Dunbartonshire Council	A1 Housing Ltd, Bassetlaw District Council
Civic cultural and community venues	Burton Road Community Centre - Gedling Borough Council	Baglan Community Centre - Neath Port Talbot County Borough Council
Education catering	Cheshire West and Chester Council	East Renfrewshire Council
Highways and winter maintenance	Glasgow City Council	Moray Council
Parks, open spaces and horticultural	Broxtowe Borough Council	Wigan Leisure & Culture Trust
Refuse collection	Enfield London Borough	West Lindsey District Council
Sports and leisure facility management	Canolfan Hamdden Dwyfor - Gwynedd Council	Beverley Leisure Centre - East Riding of Yorkshire Council
Street cleansing	Conwy County Borough Council	Eastleigh Borough Council
Street lighting	East Riding of Yorkshire Council	Denbighshire County Council
Transport, operations and vehicle maintenance	North East Derbyshire District Council	Durham County Council

## Appendix 7: Briefing Papers April 2012 to March 2013

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- 12/19, *Amending the Waste Regulations 2011 on the separation of recycling*, April 2012
- 12/20, *Transport state of the market survey 2012*, April 2012
- 12/21, *Response on separate collections of recycling*, April 2012
- 12/22, *Accounts commission overview report for LG*, May 2012
- 12/23, *State of the market survey for Parks*, May 2012
- 12/24, *Final Potholes review HMEP*, May 2012
- 12/25, *OFT Street Furniture Advertising*, June 2012
- 12/26, *Community Right to Challenge*, June 2012
- 12/27, *Accounts commission report "Using cost information to improve performance, -are you getting it right?"*, June 2012
- 12/28, *How local authorities can reduce emissions and manage climate control*, June 2012
- 12/29, *Refuse State of the Market Survey 2012*, June 2012
- 12/30, *Developments in the green deal*, July 2012
- 12/31, *Final regulations and statutory guidance on community right to challenge*, July 2012
- 12/32, *Catering State of the Market Survey 2012*, July 2012
- 12/33, *European Commission guidance on the revised Waste Framework Directive*, July 2012
- 12/34, *Changes to pesticide regulations*, August 2012
- 12/35, *Consultation on the Proposed Community Empowerment and Renewal Bill*, August 2012
- 12/36, *Scottish National Roads Maintenance Review*, August 2012
- 12/37, *Local Government Scrutiny Plan*, August 2012
- 12/38, *Open Data White Paper*, August 2012
- 12/39, *Proposals to review HSE's Approved Codes of Practice*, August 2012
- 12/40, *Reports pursuant to the Home Energy Conservation Act (HECA) 1995*, August 2012
- 12/41, *Consultation: Pay to stay in council housing*, August 2012
- 12/42, *Collective energy purchasing and switching working group recommendations*, September 2012
- 12/43, *Consultation on Procurement Reform Bill*, September 2012
- 12/44, *Tender feedback in Catering & Cleaning*, September 2012
- 12/45, *Leisure trends in cost and service quality*, September 2012
- 12/46, *Integration of Adult Health Social Care in Scotland*, September 2012
- 12/47, *Review of Community Planning and Single Outcome Agreements*, September 2012
- 12/48, *Winter Maintenance state of the market survey 2012*, September 2012
- 12/49, *Scottish Government Legislative Programme*, October 2012
- 12/50, *Scottish Govts Draft Budget 2013-14*, October 2012
- 12/51, *Traded Services and client contractor splits in service delivery*, October 2012
- 12/52, *Waste driving health and safety*, October 2012
- 12/53, *The Assets of Community Value Regulations 2012*, October 2012
- 12/54, *Street Lighting state of the market survey 2012*, November 2012
- 12/55, *Pricing in Leisure 2012*, November 2012
- 12/56, *Maximising FSM 2012*, November 2012
- 12/57, *Parks performance information on cost and service quality*, December 2012
- 12/58, *School funding reform 2013-14 and its effect on school meals provision*, December 2012
- 12/59, *HMEP – Development of Standard Specification and Standard Details for Local Highway Maintenance*, December 2012
- 12/60, *State of the Market Survey 2012 Housing, Building Maintenance and Construction* December 2012
- 13/01, *Reducing sign clutter on the highway*, January 2013
- 13/02, *Scottish House Conditions Survey: Key Finding 2011*, January 2013
- 13/03, *Consultation on National Local Authority Enforcement Code – Health & Safety at Work*, February 2013
- 13/04, *School food procurement*, February 2013
- 13/05, *RSMA Survey of road markings*, February 2013
- 13/06, *Low Carbon Scotland*, February 2013
- 13/07, *CE Markings on construction products*, February 2013
- 13/08, *The Local Retention of Business Rates Schemes*, March 2013
- 13/09, *Health & Safety 'Time for Change' report TUC*, March 2013

# Appendix 8: APSE solutions client list and APSE partners 2012-13

## APSE solutions and training associates

Don Allison, Peter Appleton, John Bedwell, Michael Bell, David Brown, Bill Buckley, Stephen Cirell, Peter Connell, Rodney Cook, Lesley Davis, Jacky Edwards, Chris Frake, Sue Finnigan, Matthew Heath, Dave Henrys, Bill Henry, Allan Howie, Rudy Imhoof, Maria Kelly, Peter Linsell, Philip Lucas, Steve Luker, Peter Moffatt, Julie Muscroft, David Orr, Julie Pickering, Julia Robinson, Les Tickner, Malcolm Wing

## APSE solutions clients

Aquaterra Leisure, Armagh, Ashfield, Bath and North East Somerset, Blackburn & Darwen, Cannock, Chesterfield, Clackmannanshire, Conwy, Derbyshire, Derbyshire Dales, Derry, Doncaster, Dorset, Dorset Waste Partnership, East Ayrshire, Edinburgh, Flintshire, Glasgow, Kyron, Lambeth, Lancaster, Liverpool, Manchester Fire, North East Lincolnshire, Newcastle under Lyme, Newry & Mourne, Oxford, Petersfield, Preston, Reading, Renfrewshire, Rochford, Rotherham, School Foods Trust, Scotland Benchmarking, Scotland FM group, Shire Services (Shropshire Council), SIPTU, South Staffordshire, St Hildas,

Stockport Council, Stockport Homes, Strabane, Telford, Thurrock, Wakefield, West Dunbartonshire, West Lindsey, Wolverhampton, Worcester, Wyre, York, Zero Waste Scotland

## Trade Unions:

Barnet Unison, Cornwall Unison, North Tyneside UNISON, Oldham UNISON & Council, Rochdale UNISON, Unison - Bedfordshire, Cambridgeshire, Herts, Unison - London Metropolitan University, Unison Hampshire, Unison- Somerset, Unison Staffordshire, Unison Sussex University, Unison West Sussex, Watford UNISON

## Partners



## Approved partners



## Appendix 9: Staff and resources



### **Councillor John Kerr Brown**

National Chair 2012/13

Cllr John Kerr Brown is a Warrington Councillor and a member of APSE Northern region.



### **John Coates**

National Secretary 2012/13

John Coates is Head of Waste Services at North Lincolnshire Council.



### **Paul O'Brien**

Paul O'Brien, chief executive, has overall strategic responsibility for the management and development of APSE's activities in the United Kingdom.



### **Mark Bramah**

Mark is assistant chief executive at APSE working alongside the chief executive with responsibility for APSE's services and special projects, including APSE's wider research programme.



### **Mo Baines**

Mo is the principal advisor for APSE Northern. She is the contact for APSE's service transformation, efficiencies and procurement portfolio which includes local government finance; political party and trade union liaison and workforce strategy and employee relations.



### **Debbie Johns**

Debbie is the principal advisor for APSE Wales. She is the contact for APSE's environmental portfolio of services including waste management, refuse collection and street cleansing; parks, horticulture and grounds maintenance; and transport and vehicle maintenance.



### **Rob Bailey**

Rob is principal advisor for APSE Central. He is also currently acting in a co-ordinating role for APSE Southern and South West. He is the contact for APSE's facilities and facility management portfolio which includes building cleaning, catering, leisure management and community venues, and social care.



### **Phil Brennan**

Phil is the principal advisor for APSE Northern Ireland. He is the contact for APSE's technical services portfolio which includes housing, construction and building services; and roads and highways maintenance.



### **Helen Burkhalter**

Helen is the principal advisor for APSE South/South West. Helen manages the APSE regional office in Oxford and has responsibility for all APSE activity in the South and South West of England. Helen is the main contact for APSE's Local Authority Energy Collaboration.



### **Louise McMillan**

Louise manages the Scottish seminars and exhibitions, national exhibitions and all APSE Awards sponsorship. She is also responsible for overseeing the administrative function within the Scottish office.



### **Jan Kennedy**

Jan is principal trainer for APSE training and has responsibility for APSE. Jan has a background in training & development in both central and local government.



### **Lindsay Towler**

Lindsay is the business and resources manager and has responsibility for the organisations infrastructure and resources. She also maintains the association's quality systems and manages the support services team.



### **Andy Mudd**

Andy is the principal consultant with APSE solutions. Andy joined APSE in 1999 as a principal advisor. Andy manages APSE solutions and interim management services.



### **Gayle Gibson**

Gayle is the senior consultant with APSE solutions



**Wai Lee**

Wai is finance and management information team leader.



**Mike Egerton**

Mike is marketing and coordination officer.



**Emma Nolan**

Emma is a performance networks officer.



**Jenny Hughes**

Jenny is a performance networks officer



**Cheryl Walker**

Cheryl is a performance networks officer.



**John Coatman**

John is the data computation and analysis officer for performance networks



**Davina Rai**

Davina is client co-ordination officer with APSE solutions.



**Laura McNab**

Laura is administrative and finance officer at APSE Scotland.



**Keisha Swaby**

Keisha is an administrative assistant.



**Vicky Starmer**

Vicky is an administrative assistant.



**Nicola Carroll**

Nicola is APSE's media consultant.

**LOCAL SERVICES**  
**LOCAL SOLUTIONS**

**Association for Public Service Excellence**

2nd Floor, Washbrook House, Lancastrian Office Centre,  
Talbot Road, Old Trafford, Manchester, M32 0FP

telephone: 0161 772 1810

fax: 0161 772 1811

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

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



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