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annual report 2014



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Preface

As my year as APSE's National Chair comes to a close it has given me a chance to reflect on what I said I would do during my year of office and what I actually did. Last September I set out my priorities as being overseeing the formation of a new business plan for APSE from 2014 to 2017, continuing the development of APSE's research programme and growing APSE's interests in renewable energy and energy efficiency.

Firstly, I should start by saying what a pleasure it has been to see the work of APSE and its staff up close and personal, as I have attended and represented APSE at many events around the U.K.

What this brought home to me was that whilst APSE's member authorities are facing really tough times at present, their situation would be a lot worse if they didn't have APSE's staff, and the services they provide, working alongside them to help them innovate and come up with solutions to the huge challenges local government faces.

APSE's vision of the Ensuring Council is starting to gain a lot of traction with some councils adopting it as their corporate vision to see them through the next few years, others are using the ensuring principles to help test ideas in a more fundamental way and help frame discussions at a national policy level. This was the year when APSE started to sketch out what the Ensuring Council would look like in practice, launching 'The road to 2020 – A Manifesto for the Ensuring Council', at the annual seminar last September.

The research programme goes from strength to strength with a whole swathe of research due out in coming months and topics already covered this year including public health, transformation and change, local economies, flooding and energy. Our continued outstanding rated partnership with De Montfort University has given us an infrastructure that has allowed us to expand the programme by commissioning projects from right across the local government sector. National Council have placed the research programme at the very heart of APSE's new business plan 2014 to 2017. APSE has also launched its new service APSE Energy during my year of office.

I would like to formally thank my National Secretary, Alistair Merrick of Wolverhampton City Council for his help and wise counsel during my year in office. Also APSE's National Council who have offered advice, support and scrutiny to help shape direction and ensure good governance.

I look forward to welcoming many of you to my home city of Nottingham for our annual conference this September. The debate about the future of local government and the services it provides will be lively as always. All that remains is for me to wish my successor as National Chair, Councillor Arwyn Woolcock of Neath Port Talbot County Borough Council and his National Secretary, Martin Nicholls of City and County of Swansea Council every success for their coming year in office.

APSE has had an extremely successful year and strong foundations are in place to ensure that it continues to support local government for many years to come.



Councillor Leon Unczur
APSE National Chair



Foreword

With local government facing ongoing austerity for the foreseeable future APSE has reshaped its own services in order to provide the capacity to support and advise its member authorities on solutions for short, mid and long term challenges.

Our long term ambition is to see a more sustainable form of local government, one that is much more self-sufficient, self-reliant and self-confident. This is why we continue to focus resources on the development of the vision of the Ensuring Council, alongside our academic partner, De Montfort University.

With this in mind APSE put in place a new business plan during the last year covering the period 2014 to 2017. The aim of this is to make APSE a louder and more influential voice in the local government sector by enhancing its research programme, advocacy and media presence. The business plan aims to finance this by growing APSE's service areas of Performance Networks, Solutions, Training, Membership Resources and the recently launched APSE Energy. In order to facilitate this growth the management arrangements in the Secretariat have been restructured around a Heads of Service model.

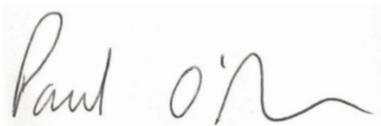
Much of our work during the last year has been focused on the much more short and mid-term priority for our membership of managing, during the current financial climate, to hold services together. We have placed a real focus on what we have called 'the pillars of excellence', efficiency, innovation, income generation and demand management. This has been embedded into our research programme, briefings, seminars, consultancy, training and energy offering.

Our research programme is starting to broaden and expand across the sector and we have commissioned work from a range of think tanks on key issues for local government all of which tie back to the overarching framework being developed around the Ensuring Council.

APSE's National Council continues to prioritise a membership retention strategy, utilising the Associations' strong financial position to continue to effectively support its member authorities. Subscriptions, fees and charges remain lower than any other similar organisation in our sector. APSE has achieved this by managing its cost base effectively and by building up a strong portfolio of services which have proved popular with our members. The business plan 2011-14 was successfully completed; the financial targets set by National Council were met, with APSE achieving its consolidation strategy, with turnover reaching just over £3m. In a very difficult economic and trading environment for everyone, this has been secured by a sound strategy set by National Council, the efforts of all APSE's staff in delivering services and by ensuring that we are responsive to the needs of our membership.

APSE's staff will be key to its future and I am delighted to report that a significant element of the new business plan is about delivering an organisational development strategy that will take us from the Investors in People (IIP) accreditation standard status, which we have retained for over a decade, towards the pursuit of Gold status. I am very proud that National Council has placed this at the core of the new business plan.

I would like to thank our National Chair, Councillor Leon Unczur for his unstinting leadership, support, advice and hard work during his year of office and I commend this annual report to our membership.



Paul O'Brien
Chief Executive





Above: Kriss Akabusi inspires delegates at the APSE annual seminar 2013 in Liverpool

Below: Overall Council of the Year, South Tyneside Council are presented with their award at the APSE service awards 2013, hosted by Liz McClarnon of Atomic Kitten.



Section 1: The year in profile

Delivering the Ensuring Council

APSE launched its 'The Road to 2020 – A Manifesto for the Ensuring Council' at the annual seminar in Liverpool last September. Whilst the principles of the ensuring ethos of stewardship; core capacity; municipal entrepreneurship; collaboration; politics and social justice are well established, this report really began the process of putting policy flesh on the bones of APSE's vision for the future of local government.

Whilst local authorities across England, Scotland, Wales and Northern Ireland are operating within the tightest financial climate in generations it remains important to focus on achieving a managed transformation rather than a financial Armageddon. APSE believes that the 'enabling' direction of travel of the last couple of decades, of continuously divesting local government of services and responsibility has gone too far and it's time for a real alternative.

This involves local government being the champion for local communities and delivering on the huge public policy challenges of our time like public health, energy, housing, economic growth and job creation. To do this in a meaningful and fair way then local government must build and retain core capacity to be able to innovate and develop the solutions required. Many authorities have begun focusing on municipal entrepreneurship, to generate income to offset cuts. Local government also needs to hold onto the knowledge and skills required to collaborate across local authorities, the wider public sector, voluntary and private sectors, as well as addressing market failure when it occurs.

APSE believes that whilst central government may have ambitions to deliver on the big policy challenges of our time, without local government's involvement it will ultimately fail, as local government is the vital local cog in the wheel of delivery.

The pillars of excellence

Much of APSE's work with member authorities has focused on four main themes which have been tagged as the 'pillars of excellence', efficiency; income generation; innovation and demand management. This has resonated strongly with APSE's membership as many have recognised that to continue to salami slice services will ultimately erode any meaningful role for local government to act on behalf of local communities. A much more balanced approach across the different 'pillars' is ensuring that a much greater commercial culture is being developed by many authorities, balanced against the needs and priorities of local people.

Localism and devolution – cuts and reorganisation

Many in local government have called for faster progress on devolution from central government to local government. With the success of devolution to Cardiff, Stormont, Holyrood and London, there has been a momentum for devolution to cities and regions through ideas like city deals and combined authorities. Whilst Scottish local government waits for the result of September's independence referendum to see what the implications will be for it, Northern Ireland has elected 11 new shadow local authorities which will replace the existing 26 district councils in 2015 and Wales has seen the Williams Commission propose a reorganisation of Welsh local government to around half of the current 22 local authorities.

APSE's voice has been heard in all of these debates by responding to Government consultations and giving evidence to committees. The WLGA in its response to Williams has cited the Ensuring Council as the direction of travel Welsh local government should be moving in rather than the outdated thinking of enabling. APSE also gave written and oral evidence to CoSLA's 'Strengthening local democracy commission', and the Chief Executive continues to chair the Local Government Reform Joint Forum in Northern Ireland.

Public policy impacts

The start of the calendar year witnessed local government at its best, protecting communities against floods and helping those badly hit to rebuild their lives following the decimation of homes across large areas of the country. Whilst the Bellwin scheme partially reimburses local authorities it's fairly inadequate given the scale of the financial cost.

The huge backlog of roads repairs gained significant media coverage given the combination of budget cuts, harsh winters and flooding, with Government forced to find some limited extra funding for local government. Given the deterioration of road surfaces and ongoing absence of funding this is a problem that will continue to grow as Councils are forced to continue to adopt responsive repair programmes rather than treating roads and highways as assets which should be subject to regular investment and renewal.

With urgent housing need in many communities local government has started to build houses again, as and where it can find the land and resources to do so. Many now believe that local government is once again in a position to contribute on a significant scale to tackling the huge housing shortages. As an issue rising fast up the public's list of priorities, it will be interesting to see the election manifesto's of the political parties in the lead up to the 2015 general election and whether councils will be entrusted to deliver.

Preparing for the implementation of new Waste Regulations has resulted in significant changes to how local authorities will collect and separate waste in the future. In England, the localism agenda has resulted in a withdrawal by Defra from any significant activity related to waste whilst Scotland, Wales and Northern Ireland have taken a more ambitious and proactive approach to waste. Both Wales and Scotland, in particular, have also positioned their waste strategies within the wider resource efficiency and carbon agendas, presenting a clear preference for the value of materials recovered through recycling to benefit the national economy and boost economic development.

Local government in England regaining responsibility for strategy on public health from April 2013 has fuelled calls for further funding transfers from the NHS to allow local authorities to develop a 'prevention not cure' approach. Investment in public health through local government can prevent the huge costs of tackling ill health in the future.

The Government's announcement of funding for universal infant free school meals caught many off guard and whilst welcome has created frantic activity to upgrade facilities to deal with the huge increase in demand that this will create from September 2014. APSE has remained at the core of discussions in this area by continuing to provide the secretariat for the all-party parliamentary group on school meals.

As fuel bills continue to rise unchecked local government has started to organise to invest significantly in making homes and properties more energy efficient and generate funding from renewable energy schemes around the country. With millions living in fuel poverty local government is taking action to help alleviate the impact on local communities. At the heart of this is APSE Energy, a new service APSE has launched to help authorities build knowledge, share ideas and develop capacity in this area. With 35 authorities already signed up, the notion of the remunicipalisation of energy has gained momentum at both a local and national level.





Above left: Heather Wheeler MP, Chair of the All Party Parliamentary Group on Local Government, addresses delegates at the APSE annual seminar 2013



Above right: Atomic Kitten star, Liz McClarnon, welcomes delegates to the APSE service awards 2013

Below: Attendees at the APSE Highways and street lighting seminar and exhibition, held in Newcastle



Section 2: A focus on APSE in your area

APSE Scotland

At the APSE Scottish AGM elections on 31 May 2013 at Chatelherault Country Park, Cllr Jim Docherty and Dougie McMillan from South Lanarkshire Council were appointed Chair and Secretary of APSE Scotland.

APSE Scotland has continued to raise its profile and develop services and activities in the area, this has included a pilot within Performance Networks for Environmental Health. APSE Scotland has also continued its 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 Free School Meals; Consultation response on Community Empowerment (Scotland) Bill; and Better Eating Better Learning.

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 very successful Social Media seminar on 27 August 2013 at Hampden Football Stadium. This seminar was attended by over 80 delegates and included speakers from Scottish Government, along with a number of extremely useful practical application presentations from North Ayrshire, North Lanarkshire, South Lanarkshire and Tayside Contracts. These seminars and meetings help to provide an important opportunity for members to network and share information and best practice across Councils.

APSE Northern Ireland

Cllr Thomas Kerrigan and Rachelle Craig of Strabane District Council completed the first year of their chair and secretary roles for APSE Northern Ireland. They led a number of well attended seminars in the region including an event in Ballymena addressing the use of social media and digital technology in the provision of services which looked at how the technology has developed and provided examples of social media application to services. The seminar in Strabane in October looked at community development and regeneration with speakers from the Department for Social Development alongside Derry, Ballymena and Strabane councils.

A seminar in December in Omagh concentrated on planning and wind farm issues which are very sensitive subjects in the area with speakers from Department of Environment and a number of other organisations. The seminar at Craigavon in March covered leisure services, a focus on establishing trusts and approaches to improvement within leisure services. Over 150 officers and members attended these events. As well as addressing specific issues the theme of local government re-organisation ran through all of these seminars.

Phil Brennan gave a presentation at the TIDY Northern Ireland annual seminar in Newtownards describing the findings of APSE's Performance Networks data on environmental services. APSE also carried out consultancy work for Belfast City Council.

Once again APSE sponsored the Best Local Authority Service Team award as part of the Local Government Awards Northern Ireland with the Dromore Leisure Centre in Banbridge District Council winning the award.

Paul O'Brien, APSE's Chief Executive, has continued to chair the Local Government Reform Joint Forum through some delicate negotiations as the new councillors and officers are identified.

Cllr Gerard Diver of Derry City Council took over the vice chair role of APSE Northern Ireland from Cllr Shaun Gallagher. Cllr Laura Devlin of Down District Council took over Cllr Eamonn O'Neill's role with the APSE Housing, Building Maintenance and Construction Advisory Group whilst Alderman Hubert Nicholl of Ballymena Borough Council continued as Chair of APSE's Parks, Horticulture and Grounds Maintenance Advisory Group. APSE would like to thank Cllrs Gallagher and O'Neill for the significant contribution they have made to local government and wish them all the best in the future.

APSE South and South West

The role of Chair for APSE South and South West, 2013/14 was held by Councillor Van Coulter, Oxford City Council and role of Secretary, by Paul Peters of the London Borough of Enfield.

The Oxford office has continued to facilitate 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, Recycling and Street Cleansing, Catering, Parks, Horticulture and Grounds Maintenance and Transport and Vehicle Maintenance.

Seminars including 'Stronger Resource Efficiency for Desirable Communities', 'Innovation & Commercialism in Local Government', 'Solar PV installations in Local Government', 'No going back: Creating self-sustaining and outcome generating parks and green spaces' were hosted at various locations in the South and South West.

A successful year has seen three new members join APSE. The new member authorities are Stroud District Council, Slough Borough Council, Tewkesbury Borough Council. A number of other local authorities took up trial membership of the Association.

Towards the end of the year, Helen Burkhalter moved on to take up a new role within Oxford City Council and Lorna Box joined the secretariat succeeding Helen in the role of Principal Advisor South/South West. We wish Helen every success in her new role.

APSE Northern

The Chair of APSE Northern region is Councillor John Kerr-Brown of Warrington Borough Council and the Secretary is John Coates from North Lincolnshire Council, who are supported by Vice Chair Cllr Sonja Crisp of the City of York Council and Anita Brown, Vice Secretary, Stockton-on-Tees Borough Council.

APSE Northern authorities have faced severe challenges through budget reductions and the region has played a strong role in supporting its member authorities through networking and events across the region and sub-regional bases. There has been a strong focus on municipal entrepreneurialism and learning events on charging and trading, efficiencies and performance management and service delivery models. Sharing best practice at a regional level has enabled member local authorities to learn from others and importantly address the many challenges faced through budget reduction, loss of key experienced staff as a result of management delayering in many authorities, and provide a solid basis upon which to redevelop frontline services. Many northern members of APSE are now actively using the principles set out in the APSE Ensuring Council model to build a strong stewardship role in the local economy, develop capacity to influence the local jobs market and take a proactive approach in securing excellence in the delivery of frontline services. The regional executive has once again committed to expenditure for 2014-2015 to enable the free programme of events and learning opportunities to continue on a free-of-charge basis for its members within the north.

APSE Central

The 2013 AGM was held at the Albert Halls Conference Centre, Nottingham to coincide with a regional seminar on income generation and innovation in service transformation.

Cllr Leon Unczur from Nottingham City Council was re-elected Chair and Alistair Merrick from Wolverhampton Council elected Secretary. Both have subsequently served as APSE National Chair and Secretary for 2013/14.

Other regional seminars included a joint meeting with West Midlands Parks Forum at Coombe Park Coventry and a seminar on the role and value of local authority assets in town centres in Telford.

In addition, visits to member authorities have centred around budget pressures and consequent efficiency savings. The implementation of Universal Infant Free School Meals has required further support on top of the changes from increased numbers of Academy schools.

APSE Wales

Cllr Arwyn Woolcock, of Neath Port Talbot County Borough Council and Karen Armstrong, Flintshire County Council were elected as chair and secretary of APSE Wales.

The APSE Wales conference 2013 focused on the public reform agenda in Wales, the latest on the new Public Services Commission and research on innovation in public services in Wales. It included UK-wide experiences of service re-design, innovative working and income generation. The conference was addressed by Welsh Government, WLGA and a range of speakers from local authorities throughout the UK.

A meeting with Lesley Griffiths AM the Minister for Local Government and Government Business in Wales took place in Cardiff and was attended by Mark Bramah on behalf of APSE along with APSE Wales Chair Cllr Arwyn Woolcock and APSE Wales secretary Karen Armstrong. The Minister provided a news piece for APSE direct news which was published in the January and February 2014 edition and is providing the keynote speech for the APSE Wales seminar.

The Williams report on the Commission on Public Service Governance and Delivery was published in January 2014 and APSE has provided a detailed briefing to its members on the implications of the review. The impact of the Williams report and how local authorities in Wales have responded to the latest round of efficiency savings was the theme of two strategic forums, chaired by Councillor Alex Aldridge from Flintshire County Council, which were held in Flintshire and Cardiff.

The APSE Wales advisory groups took place between March and June 2014. The APSE Wales catering and cleaning group included a speaker from the Wales Audit Office. The APSE Wales environmental services and highways advisory group meeting was held and included a morning session on waste and refuse collection and an afternoon session on highways and street lighting. The APSE Wales building maintenance and housing advisory group meeting took place in June and was followed by an APSE Wales renewables and energy efficiency advisory group meeting.

Section 3: Organisation and services

Research

The umbrella of APSE's Ensuring Council Model has played a shaping role in APSE's research programme for 2013 and 2014. APSE continues to work in close association with De Montfort University following the successful completion last year of the Knowledge Transfer Partnership which led to the research programme being classified as 'outstanding'- the highest accolade that could be awarded to research partners.

With the theme of the Ensuring Council gaining much acclaim from local authorities, research bodies and indeed international recognition APSE launched 'The Road to 2020, A Manifesto for the Ensuring Council' during its annual seminar 2013. Themes to emerge have been supported by APSE research looking at how the Ensuring Council can develop intelligent strategies to better utilise local assets in Town Centres. This was explored in a research study with the Centre for Local Economic Strategies 'The Role and Value of Local Authority Assets in Town Centres'. The Ensuring Council theme has previously been supported by a range of research publications exploring youth unemployment, the transition to a green economy, and developing municipal entrepreneurship strategies to name a few.

Following on from this further research strands have included studies looking at innovation on the frontline, with IPPR North, looking at staff engagement and workforce led innovation, and a practical toolkit to ensure that the local authority aims and values can be fully incorporated into Health and Wellbeing Boards, to maximise local impact on the health and well-being agenda.

The APSE research programme is acknowledged now to be at the forefront of local government research, bringing together both practical and operational issues with strategic policy thinking. The programme continues to expand with on-going research into flooding and water management, waste and environmental services, child health, nutrition and school meals, housing and highways investment.

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

APSE in the Media

APSE continues to be an influential voice in local government media using its strong evidenced based research as the basis for industry and policy commentary. APSE continues to provide a regular guest column to The MJ and is a regular feature writer across the local government trade press including Public Finance, Horticulture Week, the Surveyor and Cost Sector Catering and a range of other industry titles.

At a national level APSE has provided a number of articles and commentary pieces for The Guardian, background research for The Telegraph and provided radio interviews on localism (Radio Gloucester) and research papers to the BBC Radio 4 and other regional radio outlets. APSE's use of social media continues to develop including the Chief Executive's blog, LinkedIn and twitter which all contribute to promoting APSE's values and messages to the wider local government and policy community.

APSE's research papers have also been widely re-quoted in academic publications and literature by a range of institutions and academic bodies.

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

Below left: Liverpool Shanty Kings entertain delegates at the APSE service awards
Below right: Performance networks transport workshop



Direct News

APSE's own news publication **Direct News** continues to be published as a print and online resource for members, sharing best practice case studies, innovation and new legislation information for members. **Direct News** continues to be published six times per year and is a valuable resource for disseminating information to the APSE membership. The publication continues to attract written features from national and local politicians, APSE's legal partners and from across APSE's membership showcasing best practice.

A new partnership with an agency Spacehouse Ltd is progressing well attracting significant advertising income to offset some of the print and production costs of **Direct News**.

Seminars and awards

APSE's seminar and events programme provides a combination of sector specific and strategic policy seminars held around the UK on an annual basis. The seminars incorporate a range of ways to develop the skills and talent in local government including apprentice awards across different frontline service areas, as well as reflecting up and coming leadership in local government.

Attendance at APSE seminars is excellent with over 3000 delegates attending APSE events in 2013/2014 and customer feedback showing 95% saying their experience was excellent or good at APSE seminars.

APSE's annual seminar 'Moving Forward on Front-line Services' was held at the prestigious St George's Hall Liverpool in September 2013. Attended by over 250 delegates, visitors and guests this event provided a showcase for best practice in local government as well as a forum for discussion, debate and ways forward.

The APSE annual service awards, were also hosted at St George's Hall with over 500 guests attending to hear presenter and local Liverpool celebrity singer Liz McClarnon announce the winners of the APSE Service Awards for 2013. The annual service awards dinner is a charity event raising funds for APSE's adopted corporate charity Parkinsons UK.

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

Advisory groups and strategic forums

APSE's range of national and regional advisory groups meet on a quarterly basis and provide unique networking groups for officers and elected members from across APSE's membership. The advisory groups provide the framework for members to both share and learn from 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.

Below: Delegates listen to a presentation by Daniel Goodwin from the LGA, at the APSE Annual Seminar





Above: APSE commercial partners, Walker Morris, exhibit at the Annual Seminar 2014

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 operates a number of strategic forums covering environment and sustainability, healthy communities, citizen engagement, asset management, service transformation, neighbourhoods and localism, and welfare reform 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. The strategic forums also provide a useful mechanisms to engage with council leaders and senior managers and national politicians during the discourse of political party events.

APSE's advisory groups and strategic forums were attended by over 1250 councillors, officers and trade union representatives in 2013/14. 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 was refreshed with a new design and IT platform in 2013 and the successful implementation of the new website has enabled the site to be more focussed on the end user. In the near future the website will incorporate a seamless event booking module for advisory groups, seminars and events and training services.

The website provides an access point to APSE's briefing services which in 2013 issued 64 briefings. The briefings provide support to members on operational, policy and legislative matters. The website also hosts details about APSE Training courses, APSE Solutions services including consultancy and interim management support and hosts the members only web portal for APSE Performance Networks. The website also hosts the new APSE Energy portal.

APSE's confidential network query service remains a key point of support to members looking for technical information on frontline service delivery matters and issues of policy. In 2013 over 200 such queries were issued to APSE members providing both snapshot responses and more detailed survey responses to local councils, saving hundreds of hours of time for APSE members, through providing a quick and responsive means to trawl intelligence between different local authorities. In a similar way APSE's regular 'state of the market' surveys across the differing frontline services have provided an invaluable reference point for frontline service development in local government.

A list of all briefings is shown at Appendix 7. The APSE website address is 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 2013/14 APSE training continued its successes with over a 1000 officers and elected members attending training events.

APSE training has positively encouraged APSE member authorities to consider hosting courses to save both on the cost of training and provide training right across the UK in different geographic locations. This remains a popular and effective choice for members. APSE training has also developed a range of courses with partners and associates and is part of numerous procurement frameworks reflecting its well-regarded and professional training status. APSE training regularly develops new courses and master-classes to respond to emerging themes and issues in local government across the UK.

A list of APSE training courses is shown at Appendix 5.

APSE solutions

APSE Solutions is an ethical consultancy and interim management service provided by APSE to both its member local authorities and other councils. Reflecting the current issues for local authorities APSE Solutions continues to undertake work with a wide range of councils carrying out service reviews; redesigning services; identifying efficiencies; exploring opportunities to generate new income streams; advising on trading and charging and the formation of different service delivery models.

APSE solutions has also developed strategic workshops to assist local authorities identify where they need to strengthen service delivery, operational efficiency and manage service demands. Experience in working on options appraisals and challenging the basis for local government orthodoxy on markets and competition APSE Solutions is widely regarded as an ethical consultancy capable of working across management, trade unions and elected members to deliver viable service transformation projects that support the delivery of excellence in frontline local government services.

APSE Solutions carried out over 90 specific projects in 2013/14, provided interim managers to a growing number of local authorities and advised on numerous performance reviews in conjunction with APSE's performance networks service.

APSE Solutions continues to provide 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.

APSE performance networks

APSE Performance Networks remains the most mature and largest voluntary data benchmarking and performance service in UK local government. The importance of APSE Performance Networks has grown with the trend from UK government administrations developing frameworks for self-reporting of performance at a local level.

Data from the service has been used as the basis for developing service improvement plans and transformation strategies in participating authorities as well as informing service reviews carried out by APSE Solutions.

There were over 180 participating local authorities in APSE Performance Networks in 2013 and the service continues to form partnerships for development with a range of industry bodies including the Society of Chief Officers in Transportation in Scotland (SCOTS) and the County Surveyors Society (CSS) whilst in Wales the service has launched a new asset management benchmarking model for highways (roads) and street lighting.

As the pressure on budgets continues to increase, the value of benchmarking data and performance information is invaluable. This has led to an increase in service areas covered, the most recent being 'Cemeteries and Crematoria'. Additionally, in Scotland a successful trial in Environmental Health has provided comparative data for service costs, quality and productivity.

APSE performance networks continues to support member authorities in data usage, ensuring that performance information provided allows local authorities to bring forward ideas developing efficiencies, income generation, innovation and demand management tools and techniques.

Staffing

During the year the staffing complement has continued to evolve to meet the growing needs of the Association.

The support services team welcomed Alistair Holcroft and Daniel Thorpe who joined as Administration Assistants and Jessica Mistry who took up the role of Clerical Assistant. Helen Burkhalter left her role of South / South West Principal advisor to take up the role of Business Development Manager at Oxford City Council, Helen was replaced by Lorna Box who had previously worked at Winchester City Council as a National Management Trainee. In September 2013 Mike Young was appointed into the role of IT and Research Officer, Mike had previously worked for Salford City Council. APSE's Scotland office welcomed Garry Lee, Research and Coordination Officer and Lindsay Moffat, Administration and Finance Assistant who joined the Association in February. APSE Solutions recruited James Pearson in September 2013 to provide maternity cover for the Senior Consultant, Gayle Gibson. James had previously worked for the Armed Forces. In addition, Emma Taylor also joined APSE Solutions in the role of Client Coordination Officer, following the departure of Davina Rai who moved to Enfield Council to take up the role of senior recycling officer.

Towards the close of the 2013-14 financial year APSE's National Council approved the undertaking of a restructure to facilitate the aspirations of the Association's new business plan. This restructure was implemented in June 2014 and has resulted in the creation of six new Heads of Service roles. These new roles have now been filled to increase APSE's capacity in pursuit of its aim to become a 'Louder more influential voice' within the Local Government sector and to grow its services to support this.

Andy Mudd was appointed into the role of Head of APSE Solutions, Andy will take the lead in growing the Association's consultancy and interim management offering. Mo Baines is Head of Communication and Coordination and will play a key role in delivering the aspiration of the louder more influential voice, along with co-ordinating the activities of APSE's membership resources. Debbie Johns is now the Head of Performance Networks and will develop a strategic vision for the Performance Networks service, as well as operational management of the service. Jan Kennedy is Head of APSE Training, managing the pool of Associate Trainers and developing and growing the training courses. Lindsay Towler is Head of Business Resources, managing the Support Services team and leading on Organisational Development. Mark Bramah has taken up the role of Director of APSE Energy and is focused on growing and developing the new service.

Section 4: Finances

Association for Public Service Excellence

Income and Expenditure Account for the year ended 31 March 2014

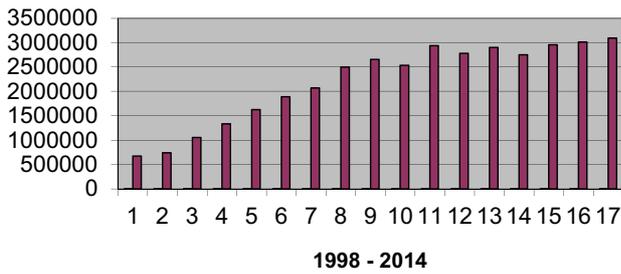
Income	Note	APSE £	APSE Solutions £	APSE Training £	Performance Networks £	Total 2014 £	Total 2013 £
National membership fees		564,730	-	-	694,866	1,259,596	1,236,204
Approved partners		28,100	-	-	-	28,100	16,088
Seminar income		394,599	-	-	57,996	452,595	402,108
Consultancy and training income		-	1,093,008	162,134	2,556	1,257,698	1,230,581
Special projects income		26,569	-	-	-	26,569	60,307
Publication sales		27,377	-	-	-	27,377	30,861
Miscellaneous income		22,897	-	-	-	22,897	8,871
Bank interest		18,005	-	-	-	18,005	21,558
Total income		1,082,277	1,093,008	162,134	755,418	3,092,837	3,006,578
Expenses							
Establishment		527,676	178,074	98,929	389,881	1,194,560	1,129,885
Associates		1,000	845,621	39,228	26,137	911,986	833,601
Seminar costs		222,032	2,193	-	110,536	334,761	277,735
Meetings		24,973	146	6,822	3,060	35,001	33,420
Fringe meetings		9,074	-	-	-	9,074	8,299
Premises costs		45,334	7,403	6,348	21,807	80,892	80,545
Office costs		77,166	2,297	2,211	30,271	111,945	91,705
Printing and photocopying		125,241	721	-	19,024	144,986	181,156
Professional fees		13,500	-	-	87,798	101,298	167,152
Promotional/advertising		25,096	-	376	1,636	27,108	16,137
Bad debts		(1,335)	4,879	-	13,061	16,605	(4,336)
Depreciation		9,417	-	-	10,000	19,417	15,317
Miscellaneous		8,958	48	55	929	9,990	8,551
Development and special projects		47,192	-	-	-	47,192	26,697
Membership retention	4	74,892	-	-	-	74,892	70,773
Total expenses		1,210,216	1,041,382	153,969	714,140	3,119,707	2,936,637
Net surplus/(deficit) for the year		(£ 127,939)	£ 51,626	£ 8,165	£ 41,278	(£ 26,870)	£ 69,941

Association for Public Service Excellence

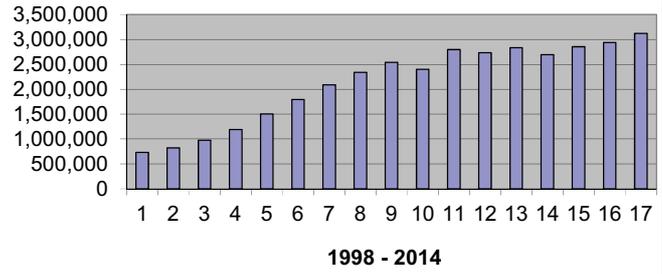
Balance Sheet as at 31 March 2014

	Note	2014 £	2013 £
Fixed assets			
Tangible assets	5	49,100	15,316
Current assets			
Debtors	6	656,460	627,271
Current asset investments	7	1,000,000	1,028,941
Cash at bank and in hand		265,559	284,217
		1,922,019	1,940,429
Creditors: amounts falling due in less than one year	8	(450,822)	(408,578)
Net current assets		1,471,197	1,531,851
Total assets less current liabilities		£ 1,520,297	£ 1,547,167
Reserves			
General reserves	9	1,520,297	1,505,406
Membership retention fund		-	41,761
		£ 1,520,297	£ 1,547,167

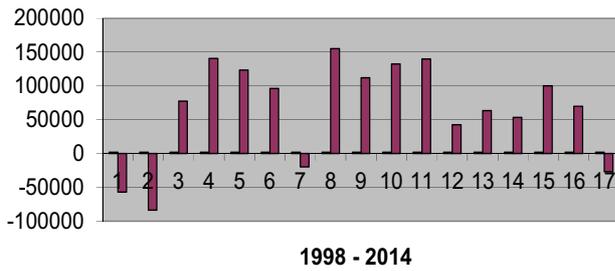
Turnover



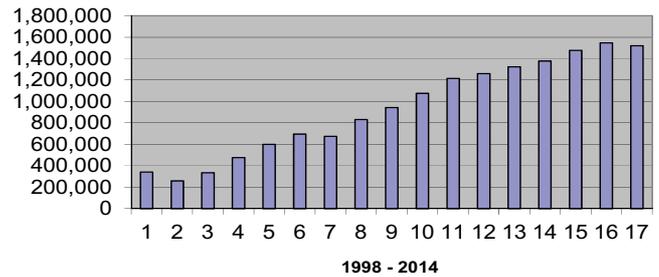
Expenditure



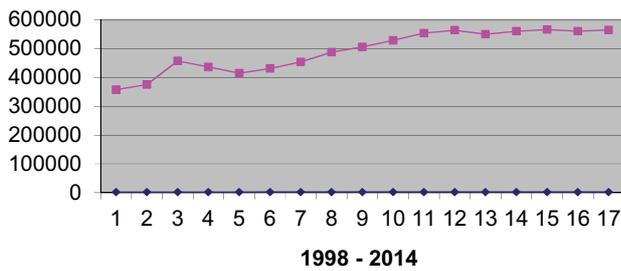
Surplus / (Deficit)



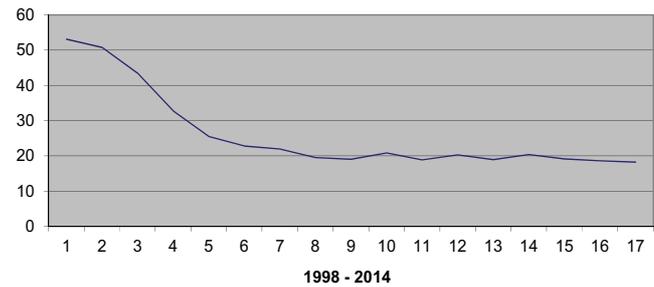
Reserves



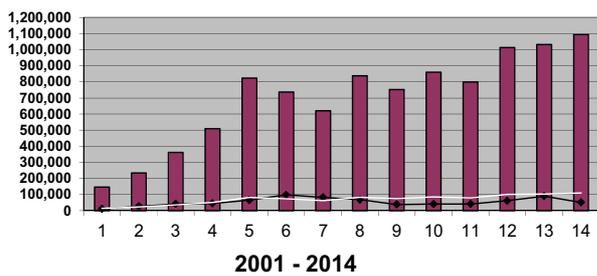
Subscriptions



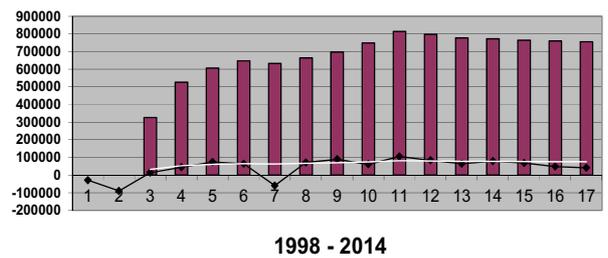
Subscriptions as % of turnover



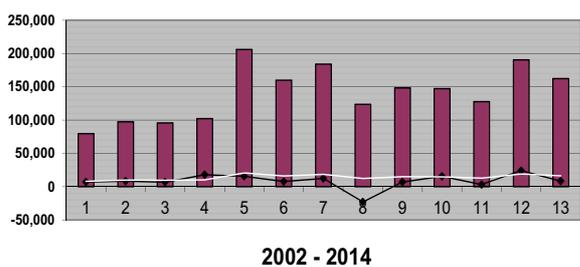
APSE Solutions



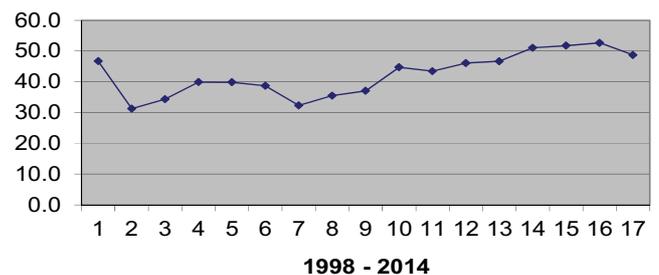
APSE Performance Networks



APSE Training



Reserves as % of expenditure



Appendices



Above: APSE National Chair 2012/13 Cllr John Kerr Brown, is greeted by the Mayor of Liverpool

Below: Incoming APSE National Chair Cllr Leon Unczur, thanks outgoing National Chair and Secretary Cllr John Kerr Bown and John Coates, for their service



Appendix 1: APSE members 2013/14

Approved Partners: 11

Colas Ltd, DAC Beachcroft, DAF Trucks Ltd, IQ Software Systems, Nu-Phalt Contracting Ltd, Scotshield Ltd, SGM UK Ltd, TotalMobile Ltd, Walker Morris, Websapx Ltd, Zoeller Waste Systems Ltd.

Associate: 15

Aspire Housing, Community Building Services Ltd, 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: 36

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

APSE Northern: 58

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, 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 and 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, Preston City Council, Redcar and 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, Wirral Council, Wyre Borough Council.

APSE Northern Ireland: 18

Ards Borough Council, Armagh City and 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: 34

Aberdeen City Council, Aberdeenshire Council, Angus Council, Argyll and Bute Council, Clackmannanshire Council, Dumfries and 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, North Ayrshire Council, North Lanarkshire Council, Orkney Islands Council, Perth and 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 and South West: 49

Bath and North East Somerset Council, Bedford Borough Council, Braintree District Council, Bristol City Council, Cambridge City Council, Chelmsford Borough Council, Cherwell District Council, City of London Corporation, Cornwall Council, Crawley Borough Council, Dorset County Council, Eastleigh Borough Council, Enfield Council, Exeter City Council, Forest Heath District Council, Greenwich Council, Guildford Borough Council, London Borough of Hackney, 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, Slough Borough Council, Southampton City Council, South Gloucestershire Council, St Edmundsbury Borough Council, Stevenage Borough Council, Stroud District Council, Swindon Borough Council, Tendring District Council, Tewkesbury Borough Council, Thanet District Council, Thurrock Council, London Borough of Tower Hamlets, Vale of White Horse and South Oxfordshire District Councils, Wandsworth Council, Wokingham Borough Council.

APSE Wales: 21

Bridgend County Borough Council, Caerphilly County Borough Council, Cardiff Council, Carmarthenshire County Borough Council, Ceredigion County Council, 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 and County of Swansea, Torfaen County Borough Council, Vale of Glamorgan Council, Wrexham County Borough Council.

Total: 242 members

Appendix 2: APSE performance networks members 2013/14

APSE Central: 31

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 and Bosworth Borough Council, Kettering Borough Council, Leicester City Council, Lichfield District Council, Mansfield District Council, Newcastle-Under-Lyme Borough Council, North East Derbyshire District Council, North Warwickshire Borough Council, North West Leicestershire District Council, Nottingham City Council, Nottinghamshire County Council, South Staffordshire Council, Stafford Borough Council, Staffordshire County Council, Stoke-on-Trent City Council, Telford and Wrekin Council, Walsall Metropolitan Borough Council, Warwickshire County Council, Wolverhampton City Council

APSE Northern: 55

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 Riding of Yorkshire Council, Gateshead Metropolitan Borough Council, Greater Manchester Fire and Rescue Service, Halton Borough Council, Harrogate Borough Council, Hartlepool Borough Council, Hull City 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 District Council,

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

APSE Northern Ireland: 5

Armagh City and District Council, Belfast City Council, Department for Regional Development Roads Service, Larne Borough Council, North Down Borough Council

APSE Scotland: 35

Aberdeen City Council, Aberdeenshire Council, Angus Council, Argyll and Bute Council, City of Edinburgh Council, Clackmannanshire Council, Dumfries and 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 and Kinross Council, Renfrewshire Council, River Clyde Homes, 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 South and South West: 33

1610 Limited, Bedford Borough Council, Bristol City Council, Chelmsford City 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, Ipswich Borough Council, London Borough of Havering, London Borough of Redbridge, London Borough of Tower Hamlets, Luton Borough Council, Mendip District Council, Milton Keynes Council, Oxford City Council, Plymouth City Council, Reading Borough Council, Slough Borough Council, South Gloucestershire Council, Southampton City Council, Stevenage Borough Council, Swindon Borough Council, Tendring District Council, Thurrock Council, Transport for London, Waveney District Council, Wokingham Borough Council

APSE Wales: 22

Blaenau Gwent County Borough Council, 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 Borough Council, Newport City Council, Pembrokeshire County Council, Powys County Council, Rhondda Cynon Taf County Borough Council, Swansea City and County, Torfaen County Borough Council, Vale of Glamorgan County Borough Council, Wrexham County Borough Council

Total: 181 members

Appendix 3: APSE National council members 2013/14

National chair: Cllr Leon Unczur, Nottingham City Council

National secretary: Alistair Merrick, Wolverhampton City Council

Past national chair: Cllr John Kerr-Brown, Warrington Borough Council

Past national secretary: John Coates, North Lincolnshire Council

Prospective national chair: Cllr Arwyn Woolcock, Neath Port Talbot County BC

Prospective national secretary: Martin Nicholls, Swansea City & County

APSE central

Chair: Cllr Leon Unczur, Nottingham City Council

Secretary: Alistair Merrick, Wolverhampton City Council

Additional members:

Cllr Robin Brown, Northamptonshire County Council

Cllr Elias Mattu, Wolverhampton City Council

Cllr Mark Pengelly, Corby Borough Council

Cllr John Clarke, Gedling Borough Council

APSE northern

Chair: Cllr John Kerr-Brown, Warrington Borough Council

Secretary: John Coates, North Lincolnshire Council

Additional members:

Cllr Lynn Pallister, Redcar & Cleveland Borough Council

Cllr Sonja Crisp, City Of York Council

Cllr Eddie Tomlinson, Durham County Council

Mick Lovatt, Preston City Council

Terry Collins, Durham County Council

Anita Brown, Stockton-On-Tees Borough Council

APSE Northern Ireland

Chair: Cllr Thomas Kerrigan, Strabane Council

Secretary: Rachelle Craig, Strabane Council

Vice Chair: Cllr Shaun Gallagher, Derry City Council

Additional members:

Cllr Hubert Nicholl, Ballymena Borough Council

Cllr Eamonn O'Neill, Down District Council

APSE Scotland

Chair: Cllr Jim Docherty, South Lanarkshire Council

Secretary: Dougie McMillan, South Lanarkshire Council

Additional members:

Cllr Frank Anderson, West Lothian Council

Paul Jukes, North Lanarkshire Council

Elaine Melrose, The Wheatley Group

APSE South and South West

Chair: Cllr Van Coulter, Oxford City Council

Secretary: Paul Peters, London Borough of Enfield

Additional members:

Cllr Jean Heywood, Hertsmere Borough District Council

Andrew Martin, Dorset County Council

Cllr Phillip O'Dell, London Borough Of Harrow

John Harrison, Peterborough City Council

APSE Wales

Chair: Cllr Arwyn Woolcock, Neath Port Talbot County Borough Council

Secretary: Karen Armstrong, Flintshire County Council

Vice Chair: Cllr Clive Lloyd, City and County of Swansea

Additional members:

Cllr Bob Derbyshire, Cardiff Council

Cllr Alex Aldridge OBE, Flintshire County Council

Tara King, Cardiff Council

Karen Armstrong, Flintshire County Council

Associate members:

Brian Strutton, National Secretary, GMB

Alan Waters, Policy Officer, LGIU

Adrian Kerr, Chief Executive, Local Government Staff Commission

Brian Campfield, General Secretary, NIPSA

Mags Lightbody, Chief Executive, Northern Ireland Housing Executive

Heather Wakefield, National Secretary For Local Government, Unison

Dave Mathieson, Executive Member - Local Government Committee, Unite

Appendix 4: Advisory group and strategic forum chairs and secretaries 2013/14

Advisory groups

Building Cleaning

Chair: Cllr Tommy Fearn, Knowsley Metropolitan Borough Council

Secretary: Vacant

Catering

Chair: Cllr Joe Lowe, South Lanarkshire Council

Secretary: Steven Morris, Wigan Council

Housing, Construction and Building Maintenance

Chair: Cllr Eamon O'Neill, Down District Council

Secretary: Phil Brown, A1 Housing, Bassetlaw District Council

Parks, Horticulture and Grounds Maintenance

Chair: Alderman Hubert Nicholl, Ballymena Borough Council

Secretary: Bernie Candlish, Ballymena Borough Council

Renewables and Climate Change

Chair: Cllr Robert Boswell, Preston City Council

Secretary: Mick Lovatt, Preston City Council

Roads Highways and Street Lighting

Chair: Cllr Frank Anderson, West Lothian Council

Secretary: Kevin Melling, Cheshire East Council

Service Improvement and Performance Management

Chair: Cllr Thomas Lunny, North Lanarkshire Council

Secretary: Richard Llewellyn, North Lanarkshire Council

Service Delivery Models

Chair: Cllr Hazel Lees, Stockport Metropolitan Borough Council

Secretary: Stephen Morris, Solutions SK Ltd

Sports and Leisure Management

Chair: Cllr Leon Unczur, Nottingham City Council

Secretary: Vacant

Vehicle Maintenance and Transport

Chair: Cllr Jenny Smith, Bristol City Council

Secretary: Damian Walshe, Knowsley Metropolitan Borough Council

Waste Management, Refuse Collection and Street Cleansing

Chair: Cllr Symon Fraser, East Riding of Yorkshire Council

Secretary: Huw Roberts, East Riding of Yorkshire Council

Strategic forums

Environment and Sustainability Strategic Forum

Chair: Cllr Van Coulter, Oxford City Council

Healthy Communities Strategic Forum

Chair: Cllr Robin Brown, Northamptonshire Council

Citizen Engagement Strategic Forum

Chair: Cllr John Kerr-Brown, Warrington Borough Council

Property, Asset Management and Regeneration Strategic Forum

Chair: Cllr James Docherty, South Lanarkshire Council

Service Transformation Strategic Forum

Chair: Cllr Alex Aldridge, Flintshire County Council

Communities, Neighbourhoods and Localism Strategic Forum

Chair: Cllr Paul Findlow, Cheshire East Council

Social Justice and Welfare Reform Strategic Forum

Chair: Cllr Mark Pengelly, Corby Borough Council

Appendix 5: Training, seminars, meetings and promotional activity 2013/14

In-house courses

Supervisory skills for highways, street lighting and winter maintenance

08.04.13 East Riding

Health and safety in waste and environmental services 18.04.13 North Lanarkshire Council

Health and safety in waste and environmental services 22.04.13 South Northants

Managing allotments 23.04.13 Lincolnshire

Health and safety for senior managers and directors 26.04.13 - Hull

Supervisory skills and handling difficult situations 02.05.13 Dumfries and Galloway

Supervisory skills for highways, street lighting and winter maintenance 17.06.13 Orkney Islands

Supervisory skills in building maintenance 05.07.13 Dumfries and Galloway

Catering, cleaning and FM service supervisory skills 08.07.13 Aberdeen

Handling difficult conversations with frontline staff 11.07.13 Dumfries and Galloway

Financial management for operational managers 18.07.13 Dumfries and Galloway

Catering, cleaning and FM service supervisory skills 22.07.13 Wrexham

Supervisory skills in vehicle maintenance and repairs 08.08.13 Aberdeenshire

Supervisory skills in building maintenance 19.08.13 Dumfries and Galloway

Handling difficult conversations with frontline staff 30.08.13 Dumfries and Galloway

Handling difficult conversations with frontline staff 02.09.13 Wrexham

Getting the most out of lunchtimes at school 02.09.13 Camden

Getting the most out of lunchtimes at school 03.09.13 Camden

Financial management for operational managers 10.09.13 Dumfries and Galloway

Catering, cleaning and FM service supervisory skills 17.09.13 Hull

Event management 08.10.13 Dungannon

Supervisory skills in building maintenance 15.10.13 Wrexham

Managing allotments 17.10.13 Lincolnshire

Supervisory skills in building maintenance 30.10.13 Dundee

Supervisory skills for highways, street lighting and winter maintenance 01.11.13 Aberdeenshire

Identifying damp, timber mould and structural problems 07.11.13 West Lothian

Supervisory skills for team leaders in frontline services 19.11.13 Wyre

Sharps awareness 28.11.13 York

Customer service skills - frontline staff 28.11.13 Clackmannanshire

Identifying damp, timber mould and structural problems 28.11.13 West Lothian

Gas safety - non domestic 28.11.13 Dumfries & Galloway

Customer service skills - frontline staff 09.12.13 Aberdeen

Supervisory skills for team leaders in frontline services 19.12.13 Aberdeen

Street scene and street cleansing supervisory skills for team leader's 09.01.14 Knowsley

CHAMPS2 - Business change management 03.02.14 Chesterfield

Street scene and street cleansing supervisory skills for team leader's 10.02.14 Wakefield

Principles of contract management 11.02.14 Wigan

Catering, cleaning and FM service supervisory skills 18.02.14 Hull

Catering, cleaning and FM service

supervisory skills 19.02.14 Hull
Catering, cleaning and FM service supervisory skills 20.02.14 Hull

Supervisory skills for team leaders in frontline services 24.02.14 Aberdeen

Principles of contract management 07.03.14 Bolton

ICCM customer care in cemeteries and crematoria services 10.03.14 North Ayrshire

ICCM customer care in cemeteries and crematoria services 11.03.14 North Ayrshire

Supervisory skills for team leaders in frontline services 24.03.14 Aberdeen

Masterclasses

Health and safety in waste and environmental services 09.05.13 North Lanarkshire Council

Fleet administration - managers workshop 16.07.13 Manchester

Driving at work - occupational road risk 15.08.13 Glasgow

Asset management in parks and green spaces 16.08.13 Perth

Managing cemeteries and crematoria 13.09.13 Birmingham

Health and safety in waste and environmental services 03.10.13 Glasgow

Fleet administration- managers workshop 08.10.13 Central London

Managing cemeteries and crematoria 26.11.13 Corby

Financial management for operational managers 12.12.13 Glasgow

Health and safety in amenity services and grounds maintenance 20.01.14 London

Principles of contract management 27.01.14 Manchester

CHAMPS2 - Business change management 28.01.14 Birmingham

Financial management for operational managers 05.02.14 Manchester

Health and safety in amenity services & grounds maintenance 24.02.14 Glasgow

Road kill – issues for local authorities
25.02.14 - Glasgow

Health and safety in risk management
25.02.14 Glasgow

Fleet administration- managers workshop 18.03.14 Glasgow

Financial management for operational managers 19.03.14 London

Principles of contract management
31.03.14 London

In-house courses

Project management in leisure services
25.04.13 London

Catering, cleaning and FM service supervisory skills 01.05.13 Liverpool

Event management 13.05.13 Manchester

Handling difficult conversations with frontline staff 16.05.13 Glasgow

Service level agreements 21.05.13 Glasgow

Catering, cleaning and FM service supervisory skills 23.05.13 Glasgow

Street scene and street cleansing supervisory skills for team leaders
21.06.13 Manchester

Event management 24.06.13 Stafford

Event management 20.08.13 Glasgow

Managing allotments 30.08.13 Edinburgh

Waste and street cleansing supervisory skills 09.09.13 Belfast

Project management in leisure services
10.09.13 Belfast

ICCM customer care in cemeteries and crematoria services 26.09.13 Manchester

Supervisory skills for highways, street lighting and winter maintenance
02.10.13 Glasgow

Vehicle maintenance and repairs - supervisory skills 24.10.13 Manchester

Managing allotments 08.11.13 London

Supervisory skills for team leaders in frontline services 18.11.13 Cardiff

Project management in local government 09.12.13 Nottingham

Managing allotments 17.01.14 Stafford

Supervisory skills for team leaders in frontline services in Northern Ireland
22.01.14 Craigavon

Event management 06.02.14 London

Identifying damp, timber mould and structural problems 11.02.14 Manchester

Managing allotments 21.03.14 Leeds

Event management 25.03.14 Edinburgh

Supervisory skills for team leaders in frontline services 28.03.14 Edinburgh

Hosted Courses

Health and safety in leisure centres
28.06.13 Dundee

Gas safety awareness for front line staff 25.07.13 Dumfries and Galloway

Supervisory skills for team leaders in frontline services 07.08.13 Gateshead

Event management 22.10.13 Stevenage

Road kill – issues for local authorities
27.11.13 Rugby

ICCM customer care in cemeteries and crematoria services 10.12.13 Nottingham

Street scene and street cleansing supervisory skills for team leaders
27.02.14 Nottingham

Service specific national seminars

Annual seminar
4-5 September 2013, Liverpool

National housing, building maintenance and construction seminar
10-11 October 2013, Leicestershire

Environmental service seminar 6-7 November 2013, Daventry

Performance networks seminar 5-6 December 2013, Blackpool

Catering, cleaning and facilities management seminar
29-30 January 2014, Chester

National roads, street lighting and winter maintenance seminar
6-7 March 2014, Newcastle

Additional one day seminars

Street cleansing and streetscene seminar
18 April 2013, Witton

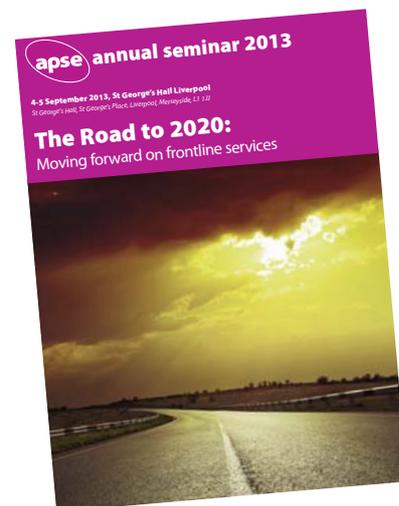
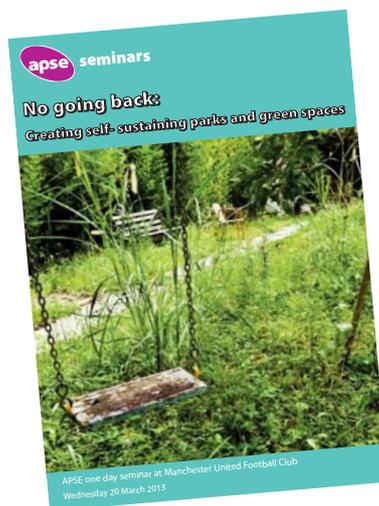
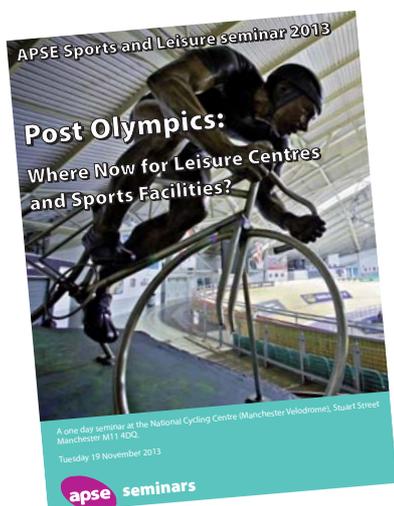
Service transformation forum
25 April 2013, Mold

One day seminar: 'Got no job? What's the council doing to help?' 17 May 2013 Dumferline

Solar PV installations in local government, 2 July 2013, Oxford

Parks and grounds maintenance seminar, 9 July 2013, London

Social media seminar 10 July 2013, Salford



One day seminar: 'Of course we're not getting ripped off by our contractors'
10 July 2013, London

National transport and vehicle maintenance seminar, 16 July 2013, Coventry

Social media seminar, 27 August 2013, Glasgow

Sports and leisure seminar, 19 November 2013, Manchester

Social media seminar, 7 February 2014, Durham

Street cleansing and streetscene conference, 26 February 2014, Witton

Parks and grounds maintenance seminar, 20 March 2014, Manchester

Meetings held

National Council:
13 and 14 June 2013, York
3 September 2013, Liverpool
13 December 2013, Derry
21 March 2014, London

Annual General Meeting:
4 September 2013, Liverpool

Policy, Performance and Scrutiny Sub Committee:
25 July 2013, Bolton
18 October 2013, Manchester
25 February 2014, Manchester

Full Association Meeting:
24 January 2014, Edinburgh

National conferences and exhibitions

UNISON Local Government Conference
18-21 June 2013

LGA Annual Conference
2-4 July 2013

London councils summit
16 November 2013

Regional seminars

Central
Income generation and innovation in service transformation
17 July 2013, Nottingham

Northern
Income generation and innovation in service transformation; developing an effective charging strategy
Friday 8 March 2013 Knowsley

Delivering services, generating efficiencies
Friday 21 June 2013, Leeds Town Hall

The role and value of local authority Town Centre Assets, Friday 4 April Durham

Northern Ireland
Social media and digital technology: Strategic context and practical applications
Friday 5 July 2013, Ballymena

APSE Northern Ireland regional meeting
18 October 2013, Strabane

Wind farms, planning issues, community benefits and case studies
Thursday 12 December 2013, County Tyrone

Scotland
Fleet, waste and grounds seminar: A vision for the future
7-10 May 2013, Aviemore

Social media seminar
27 August 2013, Glasgow

Facilities management seminar
14 November 2013, North Lanarkshire

Building and housing seminar: Innovation and new approaches
19 and 20 February 2014

South and South West
Innovation and commercialism in local government
23 May 2013, London

Wales
Income generation, efficiencies and collaboration
Wednesday 24 April 2013, Neath

Transforming frontline services.
Thursday 25th April 2013, Flintshire

Meeting the rising challenges
Thursday 27th June 2013, Llandrindod Wells

Political party exhibitions

Liberal democrat party conference
September 2013

Labour party conference
September 2013

Conservative party conference
October 2013

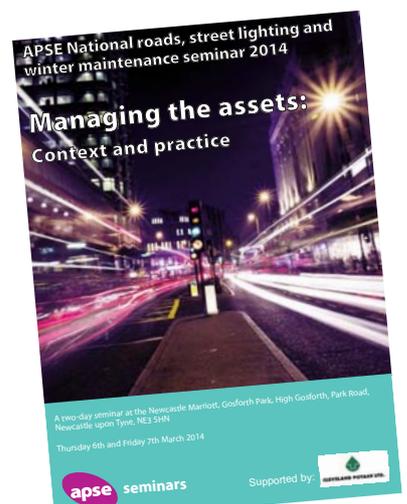
Scottish labour party conference
October 2013

Scottish liberal democrat party conference
October 2013

Scottish national party conference
October 2013

Association of liberal democrat councillors conference
September 2013

Conservative councillors association
March 2014



Appendix 6: Award winners 2013/14

APSE apprentice awards 2013/14

Award	Winner	Authority
Highways and street lighting	Mike Davies	Caerphilly County Borough Council
Male Building skills	Kristofor Breingan	South Ayrshire Council
Female Building Skills	Kim Armstrong	West Lothian Council
Male Mechanical and Electrical	Karim Sultan	South Tyneside Council
Female Mechanical and Electrical	Helen Cort	Nottingham City Homes
Horticulturist	Douglas Dowling	West Lothian Council
Transport and Vehicle Maintenance	Stephen Larkin	Redbridge London Borough
Scotland Housing and Building – 1 st Year	Michael Rae	South Lanarkshire Council
Scotland Housing and Building – 2 nd Year	Kim Armstrong	West Lothian Council
Scotland Housing and Building – 3 rd Year	Kirsten Finnie	Dundee City Council
Scotland Housing and Building – 4 th Year	Andres Pinero-Ruiz	Fife Council
Scotland Housing and Building – 1 st and 2 nd Year Overall Winner	Kim Armstrong	West Lothian Council
Scotland Housing and Building – 3 rd and 4 th Year Overall Winner	Andres Pinero-Ruiz	Fife Council

APSE service awards 2013/14

Award	Winner
Best Employee and Equality Initiative	Chesterfield Borough Council
Best Local Democracy Initiative	Derry City Council
Best Housing and Regeneration Initiative	South Tyneside Homes
Best Efficiency Initiative	City of Edinburgh Council
Best Health and Well-being Initiative	Aberdeen City Council
Best Public / Private Partnership Working Initiative	Staffordshire County Council
Best Public / Public Partnership Working Initiative	Inverclyde Council
Best Public / Voluntary Partnership Working Initiative	Bolton Metropolitan Borough Council
Best Community and Neighbourhood Initiative	Calderdale Metropolitan Borough Council
Best Information and Communication Technology	South Lanarkshire Council
Best Renewable Energy and Energy Efficiency Initiative	Preston City Council
Best Service Team Construction and Building	City & County of Swansea
Best Service Team Catering	Renfrewshire Council
Best Service Team Building/ Facilities Cleaning	Warwickshire County Council
Best Service Team Highways, Winter Maintenance and Street Lighting	Rotherham Metropolitan Borough Council
Best Service Team Transport and Fleet	City of York Council
Best Service Team Waste and Refuse Management	Caerphilly County Borough Council
Best Service Team Street Cleansing and Streetscene	Cardiff Council
Best Service Team Parks, Grounds and Horticultural	Nottingham City Council
Best Service Team Sports, Leisure and Culture	East Riding of Yorkshire Council
Overall Council of the Year	South Tyneside Council



Winner: Male building skills



Winner: Female building skills



Winner: Transport and vehicle maintenance



Winner: Highways and street lighting

APSE performance networks awards 2013/14

Award	Most improved performer	Best performer
Building cleaning	Inverclyde Council	Knowsley Metropolitan Borough Council
Building maintenance	Nottingham City Homes, Nottingham City Council	Falkirk Council
Cemetery and crematorium services	New Category	Wigan Leisure and Culture Trust Ltd.
Civic cultural and community venues	Castlefields Community Centre, Halton Borough Council	Cwmavon Community Centre, Neath Port Talbot County Borough Council
Education catering	Fife Council	Denbighshire County Council
Roads, highways and winter maintenance	East Riding of Yorkshire Council	Moray Council
Parks, open spaces and horticultural services	Aberdeen City Council	Conwy County Borough Council
Refuse collection	Oxford City Council	West Lindsey District Council
Sports and leisure facility management	Willowburn Sports and Leisure Centre, North Country Leisure, Northumberland County Council	Beverley Leisure Centre, East Riding of Yorkshire Council
Street cleansing	Gedling Borough Council	Eastleigh Borough Council
Street lighting	Neath Port Talbot County Borough Council	Denbighshire County Council
Transport, operations and vehicle maintenance	Wakefield Metropolitan District Council	East Renfrewshire Council

Appendix 7: Briefings research and press articles 2013/14

Briefings

13-12, **Unfair leisure contracts**, April 2013

13-13, **Housing and welfare reform**, April 2013

13-14, **Alarm survey 2013**, April 2013

13-15, **Renewable heat premium payment**, May 2013

13-16, **Response on MRF regulations**, May 2013

13-17, **Transport state of the survey market survey**, May 2013

13-18, **Consultation apprenticeships**, May 2013

13-19, **Analysis of the impact of the new community rights under the localism act**, May 2013

13-20, **Hot desk cleaning**, May 2013

13-21, **Consultation gas regulations**, May 2013

13-22, **Maintaining scotland's roads**, May 2013

13-23, **Catering trend analysis**, June 2013

13-24, **Leisure trend analysis**, June 2013

13-25, **Building cleaning trend analysis**, June 2013

13-26, **Review of highways resilience**, June 2013

13-27, **Northern Ireland enviro consultation**, June 2013

13-28, **Renewable heat Incentive payment charges**, June 2013

13-29, **Waste (Scotland) regulations**, June 2013

13-30, **Trend analysis parks**, June 2013

13-31, **Awarding and accounting for mandatory and discretionary relief**, June 2013

13-32, **Street lighting trend analysis**, June 2013

13-33, **Highways and winter maintenance trend analysis**, June 2013

13-34, **Building maintenance trend analysis**, June 2013

13-35, **Impact of economic recession on waste generation**, August 2013

13-36, **School food plan**, August 2013

13-37, **Health and safety trends in refuse collection**, August 2013

13-38, **Parks state of the market survey 2013**, September 2013

13-39, **Scotland's sustainable housing strategy**, September 2013

13-40, **Winter maintenance survey 2013**, September 2013

13-41, **Northern Ireland waste**, September 2013

13-42, **Scottish procurement reform bill update**, October 2013

13-43, **Van checks**, October 2013

13-44, **National litter strategy**, October 2013

13-45, **APSE facilitated local authority energy collaboration**, November 2013

13-46, **Predicted uptake from universal free school meals**, November 2013

13-47, **Northern Ireland local government bill**, November 2013

13-48, **Catering state of the market survey**, November 2013

13-49, **Strategic salt protocol red diesel**, November 2013

13-50, **Waste and recycling trends**, December 2013

13-51, **Street cleansing performance on cost and quality**, December 2013

13-52, **Streetscene – what are the main findings**, December 2013

13-53, **Transport performance on cost and quality**, December 2013

13-54, **Parks performance on cost and quality**, December 2013

13-55, **WTD reminder of regulations**, December 2013

13-56, **Environment bill wales**, December 2013

13-57, **Consultation on the community empowerment (Scotland) bill (2)**, December 2013

13-58, **National audit office report; the role of private contractors in public service delivery**, December 2013

13-59, **trend analysis – roads and highways**, December 2013

13-60, **Trend analysis for civic, cultural and community venues**, December 2013

13-61, **Allotments SOMS 2013**, December 2013

13-62, **Remote access to leisure facilities**, December 2013

14-01, **Scottish government free school meals**, January 2014

14-02, **2013 Refuse services, state of the market survey**, January 2014

14-03, **Environment bill response**, January 2014

14-04, **ECO and green deal changes**, February 2014

14-05, **Housing and welfare issues**, February 2014

14-06, **The living wage and procurement issues**, February 2014

14-07, **Commission on public service governance and delivery**, February 2014

14-08, **Guidance on weekly rubbish collections**, February 2014

14-09, **HSE working and height**, February 2014

14-10, **Highways funding**, February 2014

14-11, **Street cleansing state of the market survey**, February 2014

14-12, **APSE Consultation response to community empowerment (Scotland) bill**, March 2014

Publications and research

Innovation on the frontline: How engagement with the local government workforce can improve service delivery in austere times
May 2013

The green deal: ECO implications for local authorities
July 2013

The role and value of local authority assets in town centres
January 2014

The road to 2020
January 2014

Ensuring health and wellbeing
March 2014

Press articles

APSE's presence as the voice of local government frontline services has been influential in shaping public policy debate throughout the UK.

During 2013-2014 APSE has continued to work with local government main titles such as The MJ and a range of trade press titles such as Horticulture Week, Cost Sector Catering and The Surveyor. A total of 43 press articles appeared in the local government press including opinion pieces, operational or technical matters or analysis of surveys and research work. APSE's chief executive is also a regular columnist for The MJ.

In addition to written press work APSE also conducted radio interviews and provided source material for TV research and documentary makers on local government performance, environmental issues, youth unemployment, apprenticeships, housing and localism.

APSE continues to be a regular contributor to national press providing quotes and commentary for The FT, The Times and The Guardian newspaper. In particular APSE research has featured heavily in The Guardian public sector commentary pages with guest articles on matters such as the APSE Ensuring Council model, the use of cooperatives and mutuals in public services, child health and school meals and youth unemployment.

Appendix 8: APSE solutions client list and APSE partners 2013/14

Associates

Don Allison, Peter Appleton, John Bedwell,
Michael Bell, Bill Buckley, Stephen Cirell,
Peter Connell, Rodney
Cook, Katrina Davis, Lesley Davis-Inglis,
ChrisFrake, Sue Finnigan,
Richard Hayes, Dave Henrys, Rudy
Imhoof, Matthew Jackson,
Harpreet Kaur, Maria Kelly, Jim Kennedy,
Peter Linsell, Ruth Lucas,
Steve Luker, Peter Moffatt, Julie Muscroft,
Ray Noble, Julie Pickering,
Julia Robinson, David Taylor, Les Tickner,
Andrew Uprichard, Peter Walker.

APSE solutions clients

ABCD, Armagh DC, Ashfield DC, Bath & NE
Somerset Council,
Cambridge CC, Cardiff Council, Chester
West & Chester Council,
Chesterfield BC, Conwy CBC, Corby BC,
Derbyshire CC, Derbyshire Dales DC,
Derry CC, Dorset CC, Dorset Waste
Partnership, Flintshire CC, Gateshead
Council,
Greater Manchester & Fire Rescue Service,
Guildford BC, Harrogate BC, Highland
Council,
Hull CC, IBN International, Ipswich BC,
Knowsley Council, Kyron, Lambeth
Council, Lancaster CC,
Larne BC, Leicester CC, Lichfield DC,
Liverpool CC, Monmouthshire Council,
Newham Council,
Northumberland CC, Oxford CC,
Petersfield TC, Preston CC, Rochdale MBC,

Sheffield CC,
Slough BC, South Hams DC, Stockport
Council, Stoke-on-Trent CC, Stroud DC,
City & County of Swansea Council,
Tameside MBC, Telford & Wrekin Council,
Tewksbury BC,
Thurrock Council, Wakefield Council,
Warwickshire CC, West Devon BC, West
Lindsey DC,
West Lothian Council, Wirral BC, Wrexham
CBC.

Trade Unions

NIPSA, Unison, Unison – Barnet,
Unison – Bridgend, Unison – Cornwall,
Unison – Lincolnshire, Unison – London
Metropolitan University,
Unison – Rochdale, Unison Somerset.

Appendix 9: Staff and resources



Councillor Leon Unczur

National Chair 2013/14

Cllr Leon Unczur is a Nottingham Councillor and a member of APSE Central region.



Alistair Merrick

National Secretary 2013/14

Alistair Merrick is Assistant Director at Wolverhampton City 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 Director of APSE energy, growing and developing the new service.



Mo Baines

Mo is the Head of Communication and Coordination. 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 Head of APSE performance networks. She is responsible for the growth and development of the service and its operational management.



Rob Bailey

Rob is Principal Advisor for APSE Central. He is the contact for APSE's 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.



Lorna Box

Lorna is the Principal Advisor for APSE South/South West, managing the APSE regional office in Oxford and has responsibility for all APSE activity in the South and South West of England.



Louise McMillan

Louise is the Principal Advisor for all local authorities in Scotland. She is also responsible for overseeing the administrative function within the Scottish office.



Jan Kennedy

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



Lindsay Towler

Lindsay is Head of Business Resources 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 Head of 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.



James Pearson

James is a Senior Consultant with APSE solutions.



Wai Lee

Wai is Finance and Management Information Team Leader.



Mike Egerton

Mike is the Marketing and Coordination Officer.



Emma Nolan

Emma is a Performance Networks Officer.



Jenny Stanley

Jenny is a Performance Networks Officer.



Cheryl Walker

Cheryl is a Performance Networks Officer.



Mike Young

Mike is the IT and Research Officer.



Lyndsey Downie

Lyndsey is Administrative and Finance Officer within the APSE Scotland office.



Laura McNab

Laura is Administrative and Finance Officer within the APSE Scotland office.



Emma Taylor

Emma is Client Co-ordination Officer with APSE solutions.



Garry Lee

Garry is Research and Coordination Officer within the APSE Scotland office.



Jessica Mistry

Jess is Finance and Administrative Assistant.



Keisha Swaby

Keisha is an Administrative Assistant.



Daniel Thorpe

Daniel is an Administrative Assistant.



Vicky Starmer

Vicky is an Administrative Assistant.



Alistair Holcroft

Alistair is an Administrative Assistant.



Nicola Carroll

Nicola is APSE's Media Consultant.

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