



Association for Public Service Excellence
Annual Report 2022



The **BIG** Picture



95.8%

Customer satisfaction
rating



7141

Delegates at APSE
events or training
courses



31

Seminars held



378

Network query reports
have been circulated
and responded to



47

APSE briefings have
been released



15

APSE publications have
been released

YEAR 2021/22

Preface



Councillor Andrea Lewis,
APSE National Chair 2021
/ 2022

My role as National Chair has been slightly shorter than normal having shared the appointment with Councillor Arwyn Woolcock who started out last September before retiring as a Councillor at the May local elections, when I took over. The year continued to be hindered by the impact of the COVID-19 pandemic on local communities, with the easing of restrictions taking place on differing timescales across the UK. This also placed restrictions on activities and events which APSE would normally undertake physically with some continuing to happen in the virtual world. I am positive that we will find a balance between the best of both worlds moving forward.

Arwyn outlined the priorities which both of us agreed we would focus on, during APSE Wales's year of office, in his acceptance speech, at the 2021 annual general meeting, in Birmingham. I hope that you feel that Arwyn and myself have represented you effectively and have led APSE successfully through a rapidly changing and dynamic period of time.

Our first priority was to ensure that APSE continued to invest in its award-winning research programme, to explore and investigate the most important policy and operational issues affecting APSE's membership across local government. As well as this, we wanted to ensure that the recommendations of APSE's Local Government Commission 2030 reached as wide an audience as possible, giving APSE a voice in not only current ongoing policy debates, but

also in shaping politicians and policy makers thinking on the very systems of governance which exist across our collective UK wide administrations.

Secondly, we pledged to focus on APSE's core services, ensuring that we continued to meet the memberships needs by continuing to adapt operations to provide support and services in suitable ways during what was fairly unprecedented times. Our third area of focus was on highlighting municipalism at its best by seeking out innovation, entrepreneurship and commercialisation, and promoting this amongst APSE's membership.

Our final area of priority was to continue to bring focus across all of APSE's operations and activities on helping our membership respond to the climate and ecological emergency, in pursuit of their net zero ambitions, for their local areas and wider society. When you look through this report, I hope you will see plenty of evidence that the priorities we set out in Birmingham have been delivered upon.

APSE continues to provide a safe space for the sector to share knowledge, ideas and indeed problems, with the ability to overcome these with solutions emerging through our networks and hard-working staff. The trust, goodwill and spirit that exists within APSE is second to none and there is an ever-growing recognition of the important work that the organisation undertakes. APSE's staff continue to provide excellent analysis, ideas and representation at the highest levels. You will see many examples throughout this report of APSE engaging with government(s) departments and sectoral organisations to ensure that policy decisions made centrally are rooted in a frontline reality. I would like to take this opportunity to thank APSE's staff, not only on behalf of myself, but also APSE's membership, for all of the support they give throughout the year.

Chris Cutforth has been National Secretary to both Arwyn and myself throughout the year and his knowledge and experience in local government has been a great source of support and advice to both of us over the twelve months. I would like to take this opportunity to thank him for all his support and input during our term of office. APSE's National Council have also provided great support to us both over the year.

I hope to see as many of you as possible in my home City of Swansea, at this year's annual conference in September. This year's programme has many high-profile speakers from across the local government sector examining the many challenges facing local government and identifying solutions to move forward with.

Next year's National Chair, Alderman Tommy Nicholl, from Mid and East Antrim Borough Council, will bring great knowledge and experience to the role and I wish him every success for his year of office. Whilst my time is coming to an end as National Chair, I fully intend to stay on APSE's National Council to not only contribute my own ideas but to ensure that I continue to have access to the information, ideas and support APSE gives for the benefit of my own authority and local community. APSE will remain a strong force for good within the local government sector for many years to come and I hand over the office of National Chair at a time when its foundations are strong and its reputation amongst its membership and the wider sector is excellent.

Councillor Andrea Lewis

National Chair, APSE

Foreword



Paul O'Brien
APSE Chief Executive

The impact of COVID-19 and how to respond to the challenges it raises continued to dominate local authority services over the past year. However as the year progressed and things began to normalise attention turned once again to tackling issues like the climate and ecological emergency, the housing crisis, reshaping place and running services on diminishing finances. Whilst the Comprehensive Spending Review was announced last autumn, outlining public finances for the next three years, any cheer from it was short lived as the cost-of-living crisis worsened and inflation climbed rapidly. The long-awaited solution to the social care funding crisis, which impacts indirectly on the budgets of so many other discretionary services, turned out to be a bit of a damp squib for councils and delivered very little to ease the financial or demand-based pressures. Neighbourhood services continue to have to work miracles on an almost daily basis to keep the services communities rely on for some kind of quality-of-life functioning. This does, however, at times bring out the best in local government in finding ingenious ways to adopt and adapt, to innovate and be creative, in order to find solutions to what are immensely difficult problems. APSE continues to focus its efforts and resources on ensuring that it aids the promotion of approaches to resolving these conundrums in a way

that supports the membership.

APSE's networks and services are aimed at promoting the exchange of knowledge and best practice. Our research, advice and policy work provide insights to what is going on in the wider sector and beyond, whilst also providing thought leadership on tackling many of the most important issues of our time. The continued emphasis on efficiency and effectiveness, whilst having certainty on cost, has seen further insourcing of services during the year. Place making and place shaping continues to be in sharp focus as local economies attempt to recover from the difficulties of the past two years. There is also a renewed emphasis on the public pound being spent effectively, avoiding leakage from the local area in order to continue to circulate for local benefit; utilising the local supply chain, local sub-contractors and direct employment are of course a guaranteed way of achieving this. APSE is renowned for its work promoting entrepreneurship in the municipal world and creative thinking around commercialisation to offset the worst of cuts. Councils have found ways to address some of the pressing problems around areas such as new house building, retrofitting existing stock or tackling fuel poverty and APSE continues to support this vitally important work. The drive to net zero will continue to dominate the work of councils for decades to come and APSE is investing heavily in helping our member authorities meet their net-zero declarations.

APSE's research programme, driven by our National Council, continues to be hugely important to the sector. Investment remains focused on matching public policy imperatives with the operational reality on the ground to ensure that any potential solutions can be implemented effectively. Our partnership with De Montfort University continues to be fundamentally important to the credibility of our programme and research is commissioned and delivered in partnership with some of the best think tanks and organisations across the sector. Turning to the portfolio of services APSE provides, membership resources; performance networks; solutions; training and energy, ably supported by our business resources team, have all proven to be resolute, growing and expanding operations to support councils ever further over the past year. Our research; seminars; briefings; consultancy; training and energy work continues to promote ideas and thinking around how councils can work in more inventive and pioneering municipal ways. Efficiency; innovation; income generation and managing demand remain as the pillars of excellence for local government to respond in a sustainable manner to what is an increasingly dynamic environment.

The business planning period of 2020-23 seen APSE set a strategy of sustainable growth. However now in the final year of that cycle, APSE has surpassed targets set as local authorities have increasingly turned to APSE for support in very difficult times. APSE remains in excellent financial health which has enabled National Council to freeze subscription rates across our service portfolio this year. Subscription rates remain in comparison, to other comparable organisations in the sector, highly competitive, alongside fees and charges for supplementary services. APSE continues to hold Investors In People (IIP) Gold status, alongside ISO 9001, ISO14001 and ISO27001. Finally, I would like to thank Councillor Arwyn Woolcock and Councillor Andrea Lewis for both of their excellent inputs as National Chairs of APSE over the last year, alongside their National Secretary, Chris Cutforth.

I commend this annual report to APSE's membership.

Paul O'Brien
Chief Executive, APSE



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Section 1

The Year in Profile



“Thanks to APSE for putting on this excellent
and sector leading event.”

East Riding of Yorkshire: APSE Annual Seminar 2021

“All of the APSE team were excellent and gave
invaluable advice and guidance.”

*West Lancashire Borough Council: APSE Solutions
procurement project*

“Absolutely superb training course... Just go for
it. One of the best courses I have been on.”

*West Lothian Council, APSE Train the Trainer 2-day
Masterclass*

The event covered the topics we are all facing at
the moment as Local Authority officers. Thank
you for a great event as always.

Dumfries and Galloway Council – APSE Energy Summit

Our national influence continues to grow, as
evidence remains in high demand. Data is
valued by Government and audit bodies alike.

APSE Performance Networks

The year in profile

COVID-19 continued to dominate local government's role over the last financial year, with restrictions remaining in place for lengthy periods of time in different areas of the UK. Councils and their staff continued to support local communities and local people throughout what has remained a very difficult period for many, providing a raft of services which are fundamental to the functioning of normal society and the quality of everyday life.

Although restrictions have been relaxed significantly as the year went on, there remains an urgent need to address many policy pressures, which have either worsened or have seen little progress achieved over the past two years; a sustainable financial settlement for local government, tackling climate change and skills shortages, to name a few.

Finance

In the twelfth year of austerity, local government finances continue to be in a parlous state with many services struggling to function effectively. In October 2021, the Comprehensive Spending Review and annual settlement brought some additional funds for councils but fell somewhat short of tackling funding pressures faced to maintain even today's level of services. Since then, of course there has been a rapid increase in inflation, which is placing huge further cost pressures on councils.

The need for a long-term fair funding settlement has never been more important, yet the finishing line for this never seems to get any closer, with political turmoil in the country continuing to push this backwards.

Cost of living crisis

As pandemic restrictions started to lift so did inflation, with energy prices rising, along with food costs, supplies and materials. The year ahead looks difficult for not only councils and their workforces but the local communities they serve. The coming winter is likely to see an ever-increasing demand for Councils to support some of the most vulnerable people in society.

Climate change action

With legislation in place that sees the UK committed to achieving net zero by 2050, the independent Climate Change Committee monitoring progress against that target and setting out a route map as to how to get there, and many local authorities setting out their own ambitions through local carbon neutrality declarations, there is a clear framework in place to provide focus on the pursuit of this overarching goal.

Local government has refocused on the priorities of buildings, transport, waste, land use and electricity generation, setting out action plans as to how they intend to achieve their aims post pandemic.

APSE has continued to be at the forefront of this agenda, through all of its services, to its membership. Our research programme has sustainability at its heart and almost every APSE event, which take place across all local government service areas, has a climate response item on its agenda.

Our APSE Energy service, with over 120 member authorities, continues to develop renewable energy and energy efficiency initiatives. APSE Energy has supported its members in accessing decarbonisation funding from government and by providing capacity on the ground to deliver outcomes. APSE Training also continues to deliver a major programme of accredited carbon literacy training across the local government sector.

Levelling up

In early February 2022, the long-awaited 'Levelling Up White Paper' was published, setting out the direction for the Westminster Government's plans to level up the UK. Whilst heavy on words and commitments to further devolution, through a proposed devolution framework, it remains to be seen how significant the proposed funding and various initiatives will be in creating an impact across some of the most disadvantaged regions, cities, towns, coastal and rural communities.

Insourcing

The last twelve months has seen a continuous growth of contracts returning in-house with many others under close scrutiny and review. Housing, environmental services and sports and leisure have been prominent services to insource.

Devolution and structural reorganisation

There has been a further round of voluntary reorganisation of two-tier areas of local government in England during the past twelve months with plans for more in the pipeline linked to combined authority deals. With the Northern Ireland Assembly suspended yet again, there have been further calls for further devolution of powers to local government. APSE continues to work closely with NILGA on this agenda. Scotland has an ongoing local governance review. Whilst Wales remains structurally settled the Local Government and Elections (Wales) Act 2021 makes numerous changes to electoral systems, the role of Community Councils, duties of cooperation on Principal Councils and Welsh Local Government provided with a new Power of General Competence.

Social Care

December 2021 brought the announcement of the Health and Social Care levy being delivered through National Insurance contributions, as a proposed means to resolving the social care funding crisis. Concerns have been expressed about this as an appropriate mechanism and also about how much of this funding will find its way to council social care services rather than being apportioned to the NHS. This could mean that the growing demand for adult and children's services continues to soak up local authority resources and place huge pressure on the budgets available for other frontline services.

Local government in Scotland and Wales remain concerned about proposals to create National Care Services which could remove significant services and budgets from council control. Irrespective of the appropriateness of removing services from the local level, there are significant concerns about the erosion of wider council structures and capacity. The integrated care system being implemented in England raises similar issues.

Housing

Local authority housing services are focusing on decarbonising the stock they own directly as well as seeking mechanisms to encourage other providers and homeowners within their areas to do similar work. Those where significant programmes of new build housing are taking place are trying to encourage developers to address carbon emissions now rather than residents having to retrofit later. Some are looking to achieve this through developer contributions or by revisiting their local plans, others through the new build they do themselves, particularly in Scotland and Wales, where the 'Right to Buy' has ended in recent years, giving greater certainty on investment.

APSE's work with the Town and Country Planning Association, continues to highlight the need for reform of the planning framework around the amendment of the viability test, an end to permitted development and the severe need for affordable housing across many areas.

Neighbourhood Services

Public support of frontline neighbourhood services remains high despite the many challenges faced, as demonstrated in APSE's sixth major opinion poll undertaken by Survation last winter. It is ironic that many of these very services like the environmental suite, roads and parks have suffered the worst of cuts over the last decade and continue to face severe financial challenges. The pandemic witnessed services like refuse collection, cemeteries and crematoria and public realm become highly visible to the public and a growing recognition of how important they are to local life.

Parks

Parks and urban greenspace remain hugely popular places for local communities, as highlighted during the pandemic. They bring so many benefits in terms of physical and mental health, social cohesion and climate and nature outcomes. That popularity comes at a cost, however, with lots of wear and tear taking place and limited funding for repair and maintenance. A long-term dependency on commercial and income generating activity to offset budget cuts for parks services, was tested severely during the pandemic with restrictions making many activities unavailable for lengthy periods of time.

There remains an urgent need for capital investment in parks to bring them back up to the standards the public expect, alongside an increase in revenue funding to maintain them. This was highlighted in APSE's State of UK Parks 2021 report, alongside growing skills shortages and declining standards.

Soft FM services

With the Scottish Government now funding free school meals for all primary school aged children and the Welsh Government now rolling out a similar programme, the Westminster Government will face renewed calls to put more funding into free school meal provision in England. APSE continues to gather data to make the case about the benefits to children's health and educational attainment. APSE also continues to provide the secretariat support to the all-party parliamentary group on school meals.

Sports and leisure

As restrictions eased local authorities focused on getting user levels back to normal with reports of an 80% return to pre pandemic levels being achieved. However with losses accrued over the course of the pandemic and reserve levels eroded to a minimum, provision of sports and leisure facilities at the local level faces severe tests. These services remain highly dependent on the income they generate from activity, with margins limited and staffing and energy costs rising, questions remain on the long-term viability of some contracts and facilities.

A significant number have looked to insource to give certainty over cost and delivery.

Workforce

Recruitment and retention across the local government sector remains a major challenge, with skills and staffing shortages across the economy post Brexit and post pandemic. The Public sector is now visibly competing on an economy wide basis to recruit and retain its own workforce. With double digit inflation and a cost-of-living crisis, after a decade of flat pay awards there will need to be higher increases moving forward.

We should never let it be forgotten that it was the local authority workforce that was at the very heart of the response to COVID-19 when most of the population remained in lockdown; it was they who were out there providing a vital lifeline to some of the most vulnerable people in society, delivering food, providing care, keeping greenspace accessible, dealing with our waste and refuse and unfortunately burying the dead in significantly higher numbers than in normal times. Whilst people gave these unsung heroes waves or clapped for them or put smiley faces on their bins during the worst of times, hopefully all of this will not be forgotten by either the public or government(s) when it comes to future funding of services, and the terms and conditions of these workers, who are at the very heart of local community life.



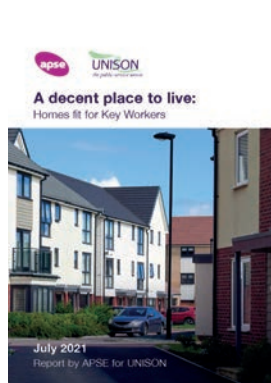
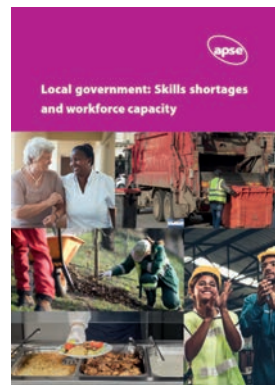
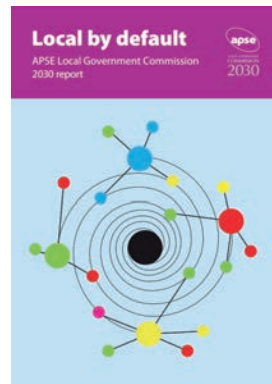
apse school meals

“Healthy school meals provide a lifeline for children facing food insecurity”

Sharon Hodgson MP, Chair of the APPG for School Food

The APSE Facilities Management Seminar 2022, proudly hosted the APPG Excellence in School Food Awards

APSE Publications 2021/22



An aerial photograph of the United Kingdom, with a red outline highlighting the APSE (Alderney, Sark, Jersey, Guernsey) region. The text is overlaid on the map.

Section 2

A Focus on APSE near you

34

**Member Councils
Scotland**

64

**Northern Region
Member Councils**

10

**Member Councils
Northern Ireland**

16

**Member Councils
Wales**

39

**Central Region
Member Councils**

87

**Southern Region
Member Councils**



APSE Wales

With restrictions remaining in Wales for the majority of the year, advisory groups were held online for the duration of 2021-22. Councillor Arwyn Woolcock of Neath-Port Talbot County Borough Council remained Chair with Chris Cutforth of Swansea taking over as Secretary. Cllr Andrea Lewis, Deputy Leader of Swansea Council, became Deputy Chair with agreement to become Chair following the 2022 Council elections. Matt Wakelam, Assistant Director - Street Scene, Cardiff City Council completed the APSE Wales officer team.

The year included advisory group meetings on Renewables & Climate Change; FM, Catering and Cleaning and Environmental Services and Highways. A special meeting drew on APSE's UK wide reach, with a Scottish member authority providing insights into their introduction of universal free school meals and the likely impact on Welsh caterers doing the same. An APSE Wales Strategic Forum was held alongside the 2021 AGM covering the implications for Wales of the recently launched APSE Local Government Commission 2030 report. It was chaired by Cllr Andrea Lewis.

APSE Wales continues its supportive relationship with the Welsh local government family including the Welsh Local Government Association and Greenspace Wales.

APSE Northern

Councillor John Kerr-Brown of Warrington Borough Council and Anita Brown of Stockton-on-Tees Council continued in their roles as APSE Northern Chair and Northern Secretary during 2021 / 22.

Regional Forums have taken place both online and in-person during the latter stages of the pandemic and have included seminars on climate change, parks and greenspaces and the Environment Act 2021. Northern members have also been very actively taking part in national seminars covering areas such as street cleansing; waste and recycling; parks and greenspaces; cemeteries and crematoria; transport; sports and leisure; and housing and building maintenance.

The profile of APSE Northern members was particularly high in 2021, with 10 Service Award winners, at the APSE Annual Service Awards, and 8 winners in APSE's Performance Networks Awards 2021, thus showing the wealth of expertise and best practice taking place in the region.

Despite the many problems local authorities have faced, we have welcomed Ribble Valley Borough Council to the APSE membership where we know they will find a great deal of advice, support and information.

APSE Southern

The role of Chair for APSE Southern 2021 /22 was held by Councillor Phillip O'Dell, London Borough of Harrow, with the role of Secretary being undertaken by Colin Rowland, from Isle of Wight Council.

There was vast engagement with members within the region with over 2000 colleagues engaging with APSE through the region's advisory group networks, training and national seminars attendance in the period. With other core services utilised including Performance Networks, Solutions and Energy.

On the back of the success of the first APSE Diversity, People and Places online seminar the region organised an APSE Equalities, Inclusion & Diversity follow up seminar, this is a growing area of interest and APSE's work continues to go build in this area. APSE Southern also held a Parks and Open Spaces seminar. APSE Southern was also busy with various advisory groups, which were held online, and included parks and open spaces; sports & leisure services; renewables and energy efficiency; highways and street lighting; vehicle maintenance and transport; waste management and street cleansing; housing, construction and building maintenance; commercialisation; income generation and trading.

Over the course of the last financial year, we were delighted to welcome Gloucestershire County Council and Crawley Borough Council into APSE membership.

APSE Scotland

Following APSE's Scottish AGM in 2021, Councillor Archie Dryburgh of Dumfries & Galloway Council and Russell McCutcheon from North Ayrshire Council were elected into the roles of Chair and Secretary of APSE Scotland for 2021 / 2022.

APSE Scotland continues to engage with a number of organisations including the Scottish Government; Zero Waste Scotland; Transport Scotland; CoSLA; Keep Scotland Beautiful; SEPA; the Scottish Housing Regulator and the Improvement Service on a variety of issues. APSE takes part in a number of working groups such as the Scottish Waste Industry Training,

Competency and Health & Safety Forum (SWITCH), the Zero Waste Scotland Litter Monitoring Adopting Group and the Case for Good School Food in Scotland working group. APSE Scotland continues to respond to consultations on behalf of our members including the recent consultation on the Good Food Nation (Scotland) Bill. As well as this APSE has also engaged on issues directly through meetings with the chair and deputy chair of the Scottish Parliament Local Government, Housing and Planning Committee.

APSE Scotland released a publication called Deposit Return Scheme: Lessons from Scotland and implications for the rest of the UK. The report was developed through research roundtables and surveys of council officers and elected members, and features a series of recommendations around VAT; charter reviews; best value; utilising modelling software; compositional analysis; and go live dates.

APSE Scotland hosted its first in-person seminar since the beginning of the pandemic, the APSE Scotland Building and Housing seminar in February 2022. The event featured the Chief Executives of Edinburgh and West Dunbartonshire Andrew Kerr and Joyce White, as well as the Deputy Chief Executive of East Ayrshire Katie Kelly. Other speakers participating included those from Scottish Government and the UK Collaborative Centre for Housing Evidence.

Our advisory groups have continued to thrive over the past year and engagement with officers and elected members continues to grow. These groups are a key part of our membership resources service for Scotland which continue to ensure that our membership has the important opportunity to share knowledge and discuss issues with peers.

APSE Northern Ireland

Alderman Tommy Nicholl, MBE, of Mid and East Antrim Council was elected as APSE's Northern Ireland Chair at the AGM held in July 2021, for the biennial election period of 2021-2023. The AGM was held in Belfast with thanks provided to the outgoing APSE Northern Ireland Chair, Cllr Terry Andrews, of Newry Mourne and Down Council who was pleased to accept his nomination as APSE Northern Ireland Vice Chair. Ellen Cavanagh of Derry City and Strabane District Council was elected as APSE Northern Ireland Secretary for 2021-2023. Given the lapse in physical meetings due to the health pandemic it was determined that APSE Northern Ireland should hold an Extraordinary Annual General Meeting to nominate the APSE National Chair for 2022-2023 and this was held in November 2021, with Alderman Tommy Nicholl MBE, of Mid and East Antrim Borough Council, elected as prospective National Chair.

During the course of 2021-2022, APSE held two in person events within Northern Ireland with the first exploring post-pandemic issues to build back greener in frontline services in July 2021, with speakers from Arc 21, on waste and resources, Derry City and Strabane on public realm and access to walking routes, greening the leisure estate from Armagh City, Banbridge and Craigavon, and EV infrastructure with the Northern Ireland Electricity Board's development team. In November 2021, APSE held a Social Value development forum with a guest lecture from Matthew Baqueriza Jackson, who is renowned across the UK and Europe for his developments on social value in procurement. APSE Northern Ireland also attended the NILGA Annual Seminar 2021 in both a speaking and sponsorship capacity, held at Clondeboy Lodge, Bangor. APSE took the opportunity to thank outgoing NILGA Chief Executive, Derek McCallan, on his retirement, for his partnership working with APSE over many years. APSE Northern Ireland is now pleased to be working closely with new NILGA chief executive Alison Allen.

APSE Northern Ireland continues to offer some online events and working with APSE Energy, and Causeway Coast and Glens, also held an online event in 2021 to look at the development of renewable and green energy options for its member councils across Northern Ireland, an area which continues to generate interest across our member councils.

APSE Central

Councillor Mark Pengelly from North Northamptonshire Council was elected as APSE Central Chair. Dela Moreland of North Northamptonshire Council was elected as APSE Central Secretary. John Clarke from Gedling Borough Council was elected as Vice-Chair and Dave Trimble from Nottingham City Council, Steve Evans from Wolverhampton City Council and Samantha Dennis from Derby City Council were duly elected as National Council delegates for APSE Central.

Around 50% of local authorities within the region are active APSE members. In addition to the many APSE national events, there were a variety of themed area events, which took place online during the year and physical events have also recommenced.

APSE Central participation was high amongst the numerous seminars and training courses held online during the year. A number of APSE Central members were successful in winning APSE service awards, including Telford and Wrekin who won the Council of the Year at the APSE Service Awards 2021.

A woman with curly hair is shown in profile, smiling while talking on a telephone. She is wearing a dark t-shirt and has a pen in her mouth. The background is a blurred office environment. The entire image is overlaid with a semi-transparent pink color.

Section 3

Organisation and Services



191

**APSE Performance
Networks Members**

126

**APSE Energy
Members**



54

Awards Issued

8636

Combined Followers

Collated from Twitter, LinkedIn
and YouTube

72

**APSE Solutions
Clients**

200

**Training Courses
Delivered**



APSE's Local Government Commission 2030

July 2021 witnessed the launch of the final report of APSE's Local Government Commission 2030. 'Local by default' creating a new vision for the future of local government, which could be implemented over the next decade. The report sets out a series of recommendations aimed at resetting the current system of governance in the UK to one that would give local government the role, powers and resources to overcome the major challenges faced by communities over the coming decade. 'Local by default' challenges the existing 'centralising' model of policy making and governance - and advocates instead putting in place a collaborative system of governance, which shifts power and decision making to the local level. Such a transformation needs to be grounded in a long-term view of a revitalised role for local government, embedded in a new constitutional settlement, with a clearer devolution settlement and a sustainable form of financing.

Research

APSE's National Council sets out an annual programme of research which focuses on the major public policy challenges faced by local government at both a strategic and operational level. The programme aims to develop solutions which central government(s) can be engaged in or provide alternative approaches to meet the needs of local communities.

APSE has a long-standing relationship with De Montfort University, led by Paul O'Brien and Prof Steve Griggs, which helps to ensure the academic quality of our research programme alongside the consistency of approach. APSE launched a number of important pieces of research during 2021/22.

'A decent place to live: Homes fit for key workers', was a report commissioned by UNISON and written and researched by Mo Baines, this was published in June 2021.

'Bystanders of innovators? How local authorities can use place making to drive the green recovery', was launched in July 2021. This project was completed as part of APSE's long term research partnership with the Town and Country Planning Association.

APSE's report 'EU Exit: Impacts, Implications, Opportunities and Threats for Local Councils in Northern Ireland', was published in August 2021. This report was researched and written by Matthew Baqueriza-Jackson and undertaken in collaboration with NILGA.

September 2021 seen the launch of 'Securing the Future of Public Sport and Leisure Services', a research report written by Mark Allman for APSE, CLOA and the LGA.

'Taking stock: Challenges and opportunities for local authority property and assets in supporting local economy recovery', was a research commission undertaken by CIPFA property and was released in November 2021. 'Local authority holiday provision' was also published in November 2021, a report written by Vickie Hacking.

APSE commissioned its sixth annual opinion poll from Survation examining the views of the public with regard to frontline neighbourhood services, alongside their views of tiers of governance in the UK. The findings, published in December 2021, showed continued support for many frontline local government services, as well a higher degree of trust and confidence in councils and councillors, in comparison to government(s) and ministers.

APSE commissioned CFP to research the 'State of UK Public Parks 2021', the report was published in December 2021, supported by Wayne Priestley. 'The impact of COVID-19 on performance management in UK local government' was also published in December 2021, following research by Debbie Johns.

'Deposit Return Scheme Lessons from Scotland and implications for the rest of the UK', was published in February 2022. This research was written by Louise Melville supported by Mo Baines, Matt Ellis and Garry Lee.

APSE in the Media

Following a strong performance during COVID-19 APSE has continued to support its member councils through focused approaches to its media activity. The Annual Public Opinion Survey with Survation, which emphasises the public trust in local councils and frontline services once again formed a bedrock to many campaigning articles. APSE's research work has also supported broader media messages including the role of housing and planning in tackling climate change, operational issues such as the Environment Act and Deposit Return Scheme proposals, and niche messages in areas

like public parks provision, allotments and leisure services. Indeed, APSE's media presence has often called for a change in policy across UK Administrations supported by the voices of its' member councils, particularly in areas such as funding local council services. The APSE Local Government Commission report has continued to provide a golden thread through APSE's media messages and campaigns.

LinkedIn, as a professional platform, continues to grow in significance, allowing more salient content than other social media outlets. APSE staff and the APSE corporate page attract significant followers with near to 4,000 followers on the APSE main page. Twitter remains a good platform particularly for events, allowing rapid updates and live tweeting, with a conscious effort in the past two years to increase the use of video / video scribe content on posts. Social media policy within APSE has been updated to reflect reading technologies and the needs of all users. The APSE YouTube channel, of particularly significance during COVID-19 is maintained and utilised on a more bespoke basis for communications.

The APSE Website continues to generate a number of media leads for APSE comments, quote and articles with both the national and trade press including the Guardian, the i newspaper, Daily Express, and trade and industry titles including the MJ (where APSE enjoys regular features and an editorial comment column), LGC, Horticulture Week, LAPV and a range of other press outlets.

APSE Direct

'APSE Direct' has retained its online format initiated during the health pandemic, but has recently returned to a short-run 'Special Edition' format for specific events and to meet the needs of advertisers. During 2021-2022 7 full online editions were produced with pieces re-run on the APSE News pages of the website. The magazine remains a popular product amongst APSE member councils alongside its value to local government suppliers, who want a bespoke product with reach into local government frontline services. Spacehouse remain as APSE's freelance agency for advertising sales with year on year increases in advertising revenue which supports APSE's activities to the wider membership.

APSE Direct retains a balance of news content and features from member authorities, guest writers and news features with the ratio of commercial advertising, reflecting the fact that the magazines core purpose is a member service, sharing best practice and opinion amongst APSE member councils.

Seminars and awards

The recovery programme for APSE seminars and events was once again halted by further COVID-19 waves in 2021-2022, impacting upon recovery in the third and fourth quarter of the year. Nevertheless, with huge efforts from the APSE principal advisors, the business resources team and Spacehouse successful in-person events have taken place. This has been particularly welcomed by the very many APSE members who have missed the networking opportunities from in-person events and the valued exhibitors and sponsors working across the various



APSE Trees and Woodlands Online Seminar 2021



The pressure on plots: APSE on BBC Breakfast



APSE Equalities, Inclusion and Diversity Seminar 2022

local government service sectors.

APSE has, however, maintained some online offering in niche areas and this format continues for advisory groups where delegates are now able to attend in-person or online, and for some shorter, bespoke seminars. Technology and costs are prohibitive to offering hybrid seminar events though the current mix of in-person and online will continue into the foreseeable future. The return of physical events has included the APSE Annual Seminar and Service Awards held in Birmingham with near to 500 at the awards charity dinner, the Highways Seminar with a large trade exhibition and the welcome return of the APSE Scotland Fleet, Waste and Grounds Seminar which also hosts Scotland largest trade show for the sector. Service based seminars for cemeteries and crematoria; parks and public realm; FM including education catering; sports and leisure; and building and housing remain influential and informative events across local government. The Performance Networks seminar remains the UK's largest dedicated event to frontline service data collection and benchmarking.

Customer satisfaction surveys amongst APSE delegates consistently return satisfaction ratings above 97% for seminars and events supporting the ongoing value of these events for APSE member councils, through both senior officers and elected councillors.

Advisory groups and strategic forums

Like APSE seminars, the main membership services of advisory groups and strategic forums transitioned online with the deployment of new processes to assure online quality and ease of access to APSE members; this has included consideration of access issues to ensure that members are not excluded from participation at APSE events and work continues to capture new ways of working alongside traditional access routes to APSE networks. 69 online advisory groups took place during the year with near to 2500 attendees. Capacity remains for ad-hoc meetings and roundtables to support members as they continue to recover services from the pandemic.

Strategic forum events were largely able to recover to physical events in 2021-2022 with APSE organising roundtable events and party-political fringe meetings both online and in person including the Scottish National Party local government Conference, the Conservative Councillors Association Conference and the Association of Liberal Democrat Councillors Conference and the Association of Labour Councillors / LGA Labour conference. APSE attended the NILGA Conference in November 2021 exhibiting and speaking at the event. UNISON received an online fringe event on Climate Change during this period.

Website, briefings and network query service

The APSE website is a critical service for members supporting the sharing of a myriad of information across APSE's main membership services and supporting APSE traded services in Training, Solutions, Performance Networks and Energy. Web developments include additional special interest hubs such a leisure services and parks, and a dedicated page to underground refuse systems. The website remains an open access resource to all APSE members.

During 2021-2022 a total of 62 briefings were issued, alongside a number of bespoke e-publications such as post-pandemic public realm and workforce survey reports. The network query service continues to add value to APSE member councils as they source information in a peer-to-peer trusted network. A total of 378 network queries were issued and 28 survey format member enquiries.

WhatsApp Groups

The WhatsApp Groups set up during the pandemic have remained as a back-up source of communication for frontline services alongside a valuable rapid-fire route to ask questions of other network members. They have also proved to be highly useful for press and media quick responses with over 500 participants across 13 groups.

APSE Solutions

Solutions was able to build on strong foundations carried forward from the previous record-breaking year, to record another bumper turnover. Earnings went through £2m for the first time, representing in-year growth of over 40%. Demand grew for both consultancy and interims with the service completing 132 projects in the year, against 91 the year before.

With ever increasing demand for both consultancy and interim management, the biggest problem the Solutions team faces is capacity. 47 associates were used over the year, drawing from a pool which has now grown to nearly 600. Despite this growth, finding suitable candidates for interim positions can be very difficult and the team works hard to keep up with demand. There is a constant focus on identifying new people with the right values and skills to work through APSE.

As local government returns to something like a steady state after the shock of the pandemic, Solutions, like the rest of APSE, remains flexible and agile. Consultants work in a blended way with most meetings continuing to be held virtually but on-site workshops are increasingly making a comeback.

Local government faces an uncertain future. The legacy of austerity, the ongoing impact of the pandemic and a worsening economic forecast all impact on the ability of local government to recruit and retain the staff they need to maintain service levels. Even when services are fully staffed, it can be impossible to identify time away from the day job to carry out service reviews and plan for the future. Solutions' role is to fill the gaps – directly through its interims and as independent advisors engaged on a consultancy basis.

As we move on from the extraordinary circumstance of the pandemic, many of our customer authorities see this as a time to reflect and plan for the future. This means that we are seeing an increase in service review type work and this trend looks set to continue. At the same time, councils are concerned about a further squeeze on resources fuelled by rising inflation. Whilst this indicates a need for a renewed emphasis on efficiency, it also points to an ongoing requirement for the commercial income streams that enabled UK local government to survive the last decade of ever reducing funds. Solutions' well-established business case driven model of support for external trading and charging is still therefore an important part of the consultancy offer.

APSE Training

During 2020–21, the Business Plan targets for turnover and surplus were exceeded by more than 50%, making this our most successful trading year to date. Our open / public courses continued to be delivered online, via Microsoft Teams, but we started to see the first steps towards the resurgence of onsite delivery for in-house courses. The year started with a very busy first quarter, but summer trading dipped slightly in line with pre-pandemic patterns. As we worked our way through the winter, into the New Year, trading strengthened again, leading to a very strong third and fourth quarter and year end.

APSE Training delivered 198 courses during the year. Ninety-three of these were in-house courses, tailored to meet the bespoke needs of a specific authority. Forty-four were from our certified suite of Carbon Literacy courses. Supervisory Skills for Team Leaders in Frontline Services remained our second most popular in-house course.

Through the year we attracted 2373 learners. 2201 of which were APSE members and 172 were non-members. On average, we ran 3 to 4 courses per week engaging 45 learners. November and March were our busiest months. All areas of APSE accessed training. 33% of learners attended from the Northern Region, followed by 33% from the Southern Region. Central, Wales and Scotland accounted for 8% each and Northern Ireland 3%. 2% of learners had national roles.

APSE Training developed new courses this year and saw the launch of our Municipal Entrepreneurialism Programme, which engaged 20 senior leads in an exploration of commercialisation, localism and the role of the ensuring council. In November, we welcomed a new post in APSE Training: Senior Training Officer, launching our *Wellbeing in the Workplace* and *Enhancing Customer Experience courses*.

APSE Energy

COP26 in Glasgow, a range of policies such as the Government's Heat and Buildings Strategy, 'Taking charge: the electric vehicle infrastructure strategy' and the 'Net Zero Strategy: Build Back Greener' as well as the rollout of EV charging infrastructure, developments in hydrogen vehicles, fuel cells, battery storage and expanding demand for renewable generation are all pointers to the fact that the energy and climate change agenda is spreading faster than most organisations can keep up. The pandemic was the major focus for local authorities this year but as three quarters of councils had declared a climate emergency, this agenda was not one that was ignored. Progress was considerable as local authorities took their action plans forward as public interest in the agenda remains high.

The number of members in APSE Energy membership have continued to grow to 122 by the end of 2021-22 reflecting



Info for Frontline Services



Remobilisation Reports



Suppliers



APSE Services Available Online



Events

the fact that many realise they have assets to utilise, the pressure of hugely increasing energy prices and external pressures to act. However, a lot are struggling with a lack of capacity and relevant skills. The Government's Public Sector Low Carbon Skills Fund appeared to be an acknowledgement from BEIS that the public sector is willing to engage in addressing climate change but need help to do so. This was a welcome fund indeed to pay for external support to ensure local authorities were in a position to apply for the capital Public Sector Decarbonisation Scheme. This was heavily over-subscribed which reiterates the demand for funding required if the public estate is to be decarbonised. It appears as though this fund may be a main way forward in future so the need for local authorities to have up to date asset data and investment plans especially related to heating is well established.

APSE Energy is seeing more councils investigating larger projects such as solar investment on their own land and heat network studies. Options such as solar canopies and storage as well as alternative fuels for low emission vehicles are common. Meanwhile engagement is an ongoing exercise. Our levels of attendance at the 6 webinars we held have been consistently strong whilst the BIG Energy Summit, our first in person event since the pandemic, attracted over 120 people.

APSE Energy produced 17 briefings and 12 newsletters keeping our members up to date with developments. We produced 'Energy across the authority' and 'Carbon Pricing' last year, both longer more detailed documents. APSE Energy continues to provide strategic and technical support with a high demand for support related to carbon baselines, trajectory reports to a carbon neutrality date and energy audits for specific buildings

APSE Energy continues to have a significant influence across the sector as requests for our services grows and local authorities work through this agenda together.

APSE Performance Networks

APSE Performance Networks membership now stands at 192 authorities, with 46 local authorities using the Land Audit Management System (LAMS) App. The service has been crucial to assist local authorities in fully understanding the impact and consequences of COVID-19 and how this has affected resources and performance. The working groups have incorporated a number of new measures into the data templates to show what the impact of COVID-19 has been on frontline services since 2020; not just in cost terms but in productivity, impact on staff and service performance.

Another growing agenda is climate change and carbon reduction. The working groups have incorporated additional questions so that we are able to monitor progress on this in the short, medium and long term. This includes generic questions across the services on taking action, training staff and setting targets, but also service-specific measures such as route optimisation and types of fuel.

Data can now be prioritised by reference to the priority symbols which highlight which data cells it is essential to complete and which ones are optional. This should make the data collection process much easier

to understand and complete. We also give those authorities who operate an integrated street scene service the option of submitting combined cost and resources data where they are unable to (or find it time consuming to do so) split this out into the individual service areas (for example parks and street cleansing). APSE now delivers virtual one-to-one training and support to assist councils in getting up and running in collecting the data. Additional support is available to interpret the reports at the end of the process.

We now have two inspection Apps; one for monitoring parks, streets and cemetery land (LAMS) and another for inspecting building cleaning (CLAMS). A new API has been developed for LAMS which links the App into other back-office systems to create job sheets if an unacceptable inspection grade has been awarded. We have also developed inspection Apps for monitoring playgrounds (PIMS) and for memorial safety inspections (MIST). These will be piloted during 2022.

The Performance Networks Seminar was held in Blackpool in December 2021 with over 240 attending and plenary speakers from America. It also featured the award ceremony to celebrate the best and most improved performers.

APSE have been working with Defra and have fed data from LAMS and the street cleansing module into the Litter dashboard for England. We have liaised with the Scottish Government and Zero Waste Scotland in relation to the cleanliness performance indicators. We have also been speaking to Sport England about the new national service to monitor participation and financial data for leisure centres (Moving Communities) and whether there is potential synergy with Performance Networks.

APSE continues to work with CAMMS to develop a new database for Performance Networks to make it easier to report and analyse data and to build a platform for future web-enabled services.

Staffing and business resources

The APSE team adapted well through the pandemic and the post COVID-19 recovery has again resulted in positive changes. Throughout the pandemic all staff remained in full employment with no staff being furloughed. Staff supported APSE's members throughout with positive financial results and an increased level of membership engagement. Since returning to the office, new staff policies have been embraced including an expansion to the pre-pandemic home working policy.

To support organisational growth a re-structure took place in late 2021, in consultation with the team, which resulted in the addition of a new Deputy Chief Executive post. Following an internal recruitment process, Mo Baines (Head of Communication and Coordination) was appointed into the role in February 2022.

The traded services continue to grow which has in turn led to staffing growth. APSE Solutions added an additional post to the structure, Senior Consultant - Interims, to increase capacity to fulfil demand. Emma Taylor was appointed into the role in October 2022 having previously worked as the Client Coordination Officer within APSE Solutions. This resulted in a further vacancy of Emma's previous post which was successfully filled by Nathan Horrocks who previously worked for the Association as an Administrative Assistant. Paddy Knowles, Senior Consultant took early retirement in March 2022 having worked in APSE Solutions for 7 years. Paddy's replacement was Tim Cheetham. Tim is currently completing his PhD with De Montfort University and was previously a cabinet member in Local Government.

Membership of APSE Energy continues to grow resulting in further expansion of the team. An additional post, Principal Advisor Energy, was added to the establishment in March and Charlotte Banks, previously the Energy and Research Officer, was successfully appointed into the post.

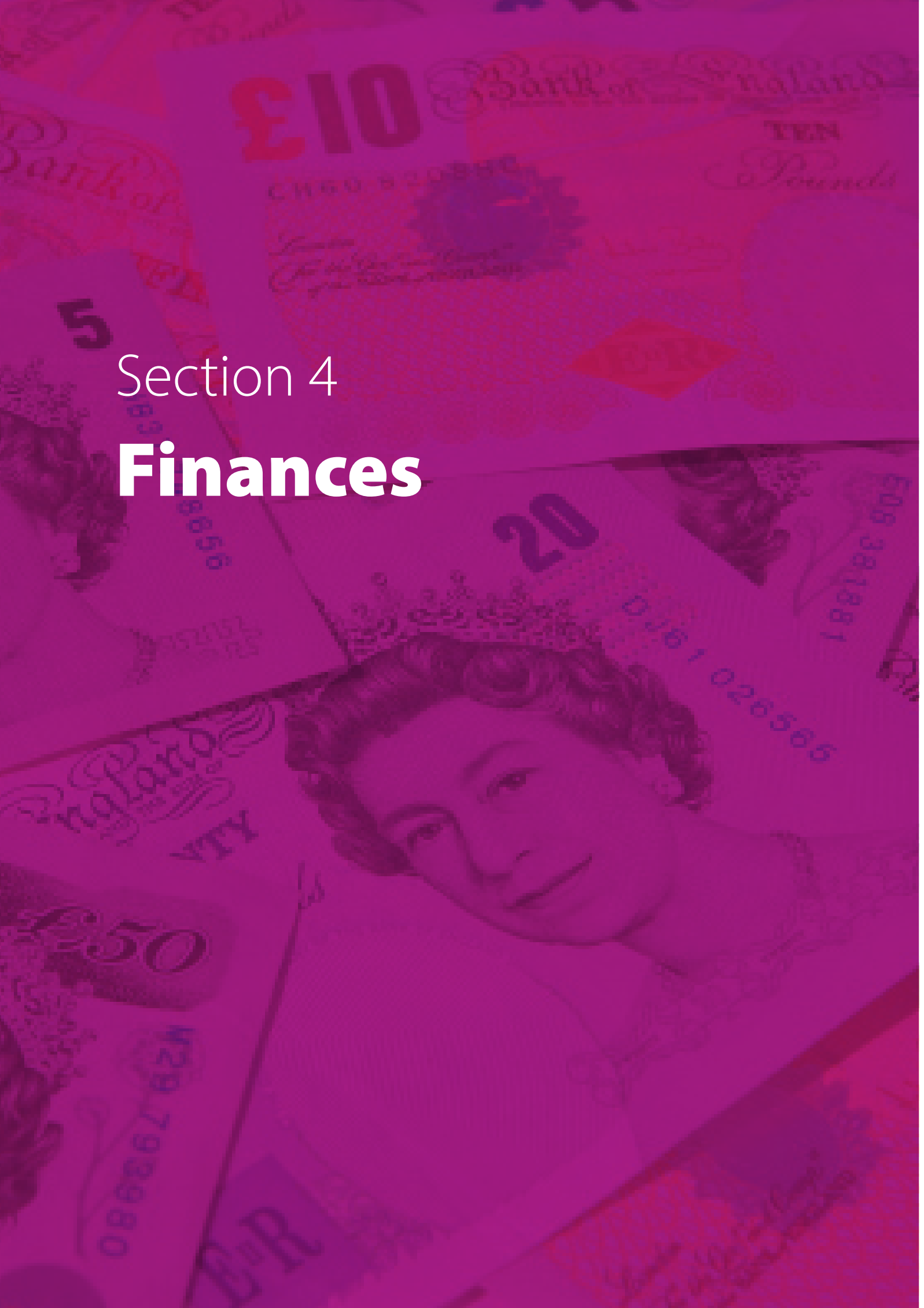
The pandemic resulted in changes to how APSE Training was delivered. All face-to-face training was put on hold and was replaced by a virtual learning offer. There has been a significant increase in take up of online learning, which has doubled the volume of learners since the pandemic. To accommodate the growth an additional post was created, Senior Trainer, which increased internal capacity to support the growth; Amy Caldow was recruited into the post in November.

Megan Butterworth joined the Administration team in November 2021

The Association has retained its Investors in People Gold and continues to promote the development of staff including Mike Egerton, Marketing and Coordination Officer and Wai Lee, Finance and Information Officer who are completing Level 5 ILM in Management and Lindsay Towler who is completing L7 in Coaching and Mentoring. Nathan Horrocks has commenced a part time BA(Hons) in Business and Management which is being supported by APSE. Investment continues in APSE's infrastructure ensuring that office, IT and physical equipment continues to be fit for purpose. APSE continues to be accredited in ISO9001 / ISO14001 and ISO27001 through external assessment.

Section 4

Finances



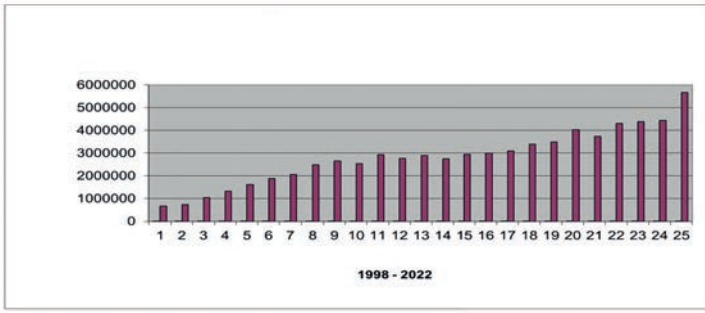
Association for Public Service Excellence

**Revenue Account
for the year ended 31 March 2022**

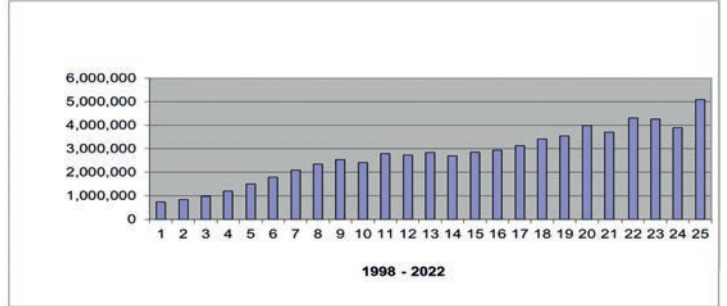
Income	APSE £	APSE Energy £	APSE Solutions £	APSE Training £	Performance Networks £	Total 2022 £	Total 2021 £
National membership fees	806,614	319,689	-	1,676	920,384	2,048,363	1,975,384
Approved partners	68,170	-	-	-	-	68,170	56,132
Seminar income	325,956	8,829	-	-	2,850	337,635	142,695
Consultancy and training income	-	545,694	2,111,722	394,426	88,829	3,140,671	2,204,640
Special projects income	20,200	-	-	-	-	20,200	4,160
Publication sales	19,990	120	-	-	-	20,110	20,845
Miscellaneous income	21,965	-	-	-	-	21,965	36,806
Bank interest	9,189	-	-	-	-	9,189	8,413
Total income	1,272,084	874,332	2,111,722	396,102	1,012,063	5,666,303	4,449,075
Expenditure							
Establishment	716,807	161,848	334,634	168,218	498,450	1,879,957	1,722,823
Associates	2,971	397,440	1,545,724	73,571	67,938	2,087,644	1,576,019
Seminar costs	258,492	36,951	-	-	99,922	395,365	22,937
Meetings	27,454	-	-	-	-	27,454	(324)
Fringe meetings	12,886	-	-	-	-	12,886	4,500
Premises costs	69,831	14,570	26,855	14,570	43,710	169,536	138,732
Office costs	56,703	4,232	6,034	3,341	48,001	118,311	74,704
Printing and photocopying	116,850	3,088	-	-	35,966	155,904	134,460
Professional fees	18,997	-	-	-	60,488	79,485	79,931
Promotional/advertising	34,338	1,050	829	6,044	40,405	82,666	48,125
Bad debts	5,822	12,120	838	2,747	(5,520)	16,007	40,062
Depreciation	27,313	-	-	-	-	27,313	49,371
Miscellaneous	2,568	24	72	24	62	2,750	3,006
Membership retention	34,555	-	-	-	-	34,555	8,050
Total expenditure	1,385,587	631,323	1,914,986	268,515	889,422	5,089,833	3,902,396
Net income/(expenditure) for the year	(£ 113,503)	£ 243,009	£ 196,736	£ 127,587	£ 122,641	£ 576,470	£ 546,679

**Association for Public Service Excellence
Balance Sheet
as at 31 March 2022**

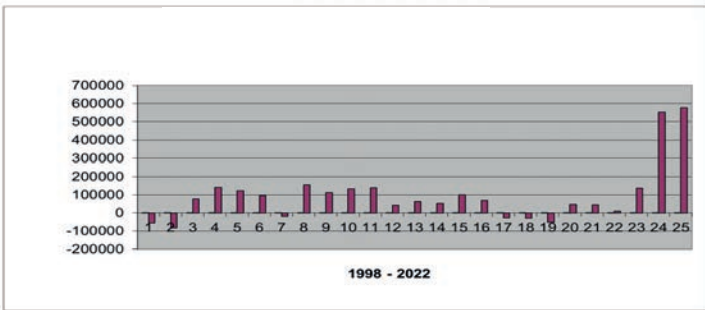
	Notes	2022 £	2021 £
Fixed assets			
Tangible assets	6	23,707	3,606
Current assets			
Debtors	7	1,456,832	1,066,685
Investments held as current assets		1,105,917	1,097,139
Cash at bank and in hand		1,324,826	1,137,973
		<u>3,887,575</u>	<u>3,301,797</u>
Creditors: amounts falling due within one year	8	(1,110,785)	(1,081,376)
Net current assets		<u>2,776,790</u>	<u>2,220,421</u>
Net assets		<u>2,800,497</u>	<u>2,224,027</u>
Reserves			
Profit and loss account	9	2,635,052	2,024,027
Designated funds	9	165,445	200,000
Funds of the Association		<u>2,800,497</u>	<u>2,224,027</u>



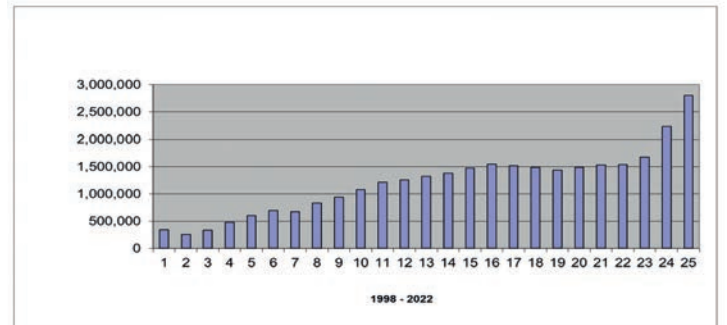
TURNOVER



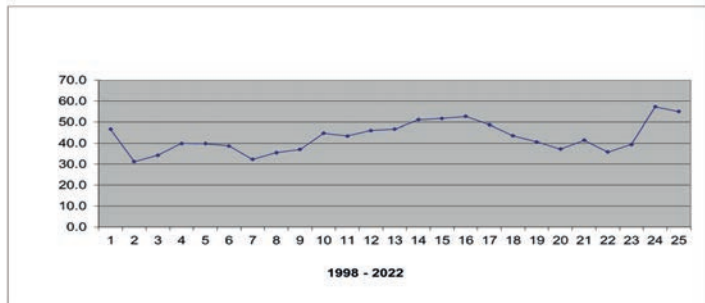
EXPENDITURE



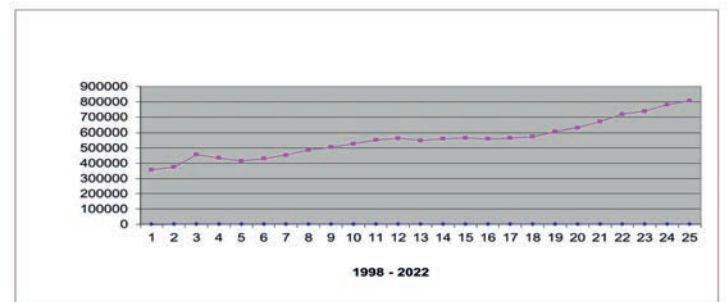
SURPLUS / (DEFICIT)



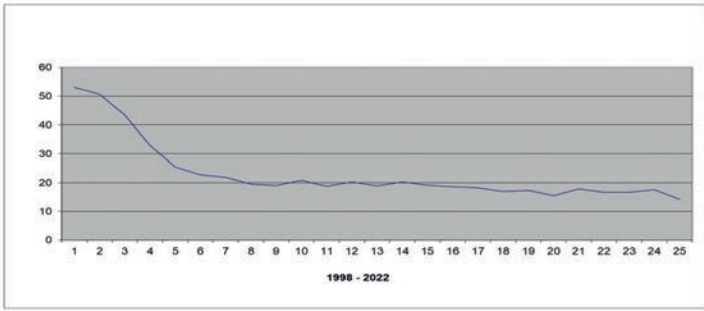
RESERVES



RESERVES AS % OF EXPENDITURE

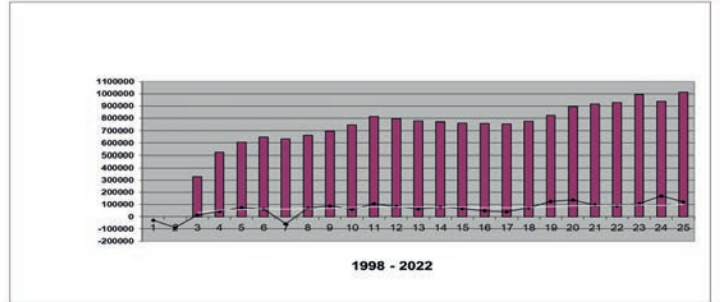


SUBSCRIPTIONS

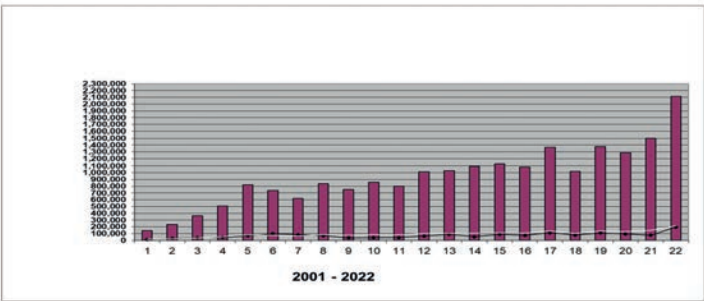


SUBSCRIPTIONS AS % OF TURNOVER

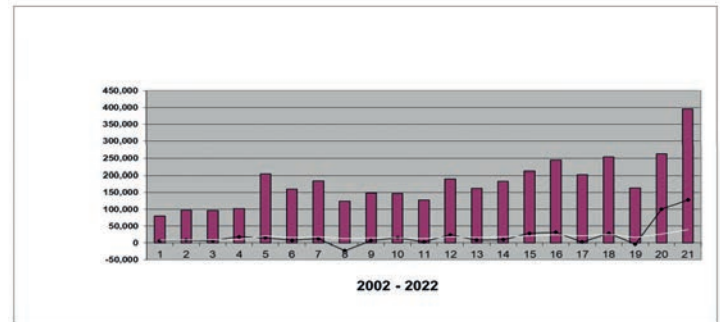
APSE PERFORMANCE NETWORKS



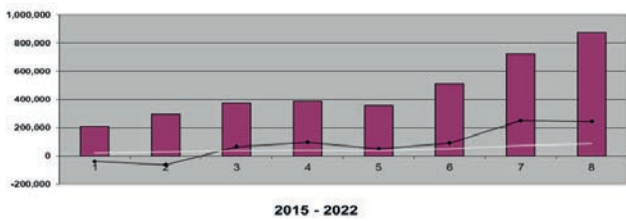
APSE SOLUTIONS



APSE TRAINING



APSE ENERGY



Appendices

The background of the slide is a collage of business-related images, all in a muted olive-green color. It features various data visualizations such as bar charts, line graphs, and pie charts. There are also images of hands: one pair of hands is clasped together in the upper right, and another hand is holding a pen over a document in the lower right. The overall aesthetic is professional and data-driven.



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Appendix 1: APSE members 2021/22

Approved Partners: 24

AssetWorks International, Big Change Apps Ltd., Cemetery Development Services, CMS Window Systems, Contenur UK Ltd., DAF Trucks Limited, Enevo, Estate Research, Evans Vanodine International PLC, Finders International, Fraser & Fraser, Go Plant Fleet Services, Hanson Asphalt and Contracting Services, Hoopers, IQSS, J McCann & Co Ltd., Professional Drone Training Ltd, Velocity UK Ltd., Webaspx Limited, W J North, Yotta, Zoeller Waste Systems Limited

Associate Members: 11

GMB, Keep Britain Tidy, LGIU, NILGA, NIPSA, Northern Lighthouse Board, Office of the Police and Crime Commissioner for North Wales, SIPS Education Ltd., UNISON, UNITE, Vision Redbridge Culture & Leisure, Wheatley Group

APSE Central: 39

Ashfield District Council, Birmingham City Council, Blaby District Council, Bolsover District Council, Broxtowe Borough Council, Chesterfield Borough Council, Derby City Council, Derbyshire County Council, Derbyshire Dales District Council, Dudley Metropolitan Borough Council, East Staffordshire Borough Council, Gedling Borough Council, High Peak Borough Council, Hinckley & Bosworth Borough Council, Leicester City Council, Newark & Sherwood District Council, Newcastle under Lyme Borough Council, North Northamptonshire County Council, North East Derbyshire District Council, North Warwickshire Borough Council, North West Leicestershire District Council, Nottingham City Council, Nottinghamshire County Council, Redditch Borough Council, Rugby Borough Council, Sandwell Council, Shropshire Council, Solihull Metropolitan Borough Council, South Derbyshire District Council, South Staffordshire Council, Stafford Borough Council, Staffordshire Moorlands District Council, Stoke-on-Trent City Council, Telford & Wrekin Council, Walsall Metropolitan Borough Council, Warwick District Council, West Northamptonshire Council, Wolverhampton City Council, Wyre Forest District Council.

APSE Northern: 64

Barnsley Metropolitan Borough Council, Barrow Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Council, Bury MBC, City of Bradford Metropolitan District Council, Carlisle City 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 Council, Greater Manchester Fire & Rescue Service, Halton Borough Council, Harrogate Borough Council, Hartlepool Borough Council, Hull City 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, Northumberland Council, North Kesteven DC, North Lincolnshire Council, North Tyneside Council, North Yorkshire CC, Preston City Council, Ribble Valley Borough Council, Rochdale Metropolitan Borough Council, Rotherham Metropolitan Borough Council, Salford City Council, Scarborough Borough Council, Sefton Council, Selby District Council, Sheffield City Council, South Holland District Council, South Kesteven District Council, South Lakeland District Council, South Tyneside Metropolitan Borough Council, St Helens MBC, Stockton on Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Trafford Council, Wakefield Council, Warrington Borough Council, West Lancashire BC, West Lindsey District Council Wigan Council, Wirral Council, Wyre Borough Council

APSE Northern Ireland: 10

Antrim and Newtownabbey Borough Council, Ards and North Down Borough Council, Armagh, Banbridge and Craigavon District Council, Belfast City Council, Causeway Coast and Glens Borough Council, Derry City and Strabane District Council, Education Authority, Fermanagh and Omagh District Council, Mid and East Antrim District Council, Newry, Mourne and Down District Council

APSE Scotland: 34

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, Edinburgh City 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, Tayside Contracts, West Dunbartonshire Council, West Lothian Council, Western Isles Council

APSE Southern: 87

Ashford Borough Council, Babergh and Mid Suffolk District Councils, Basingstoke and Deane Borough Council, Bath & North East Somerset Council, Bedford Borough Council, Bournemouth, Christchurch and Poole Council, Bracknell Forest Council, Brent Council, Bristol City Council, Buckinghamshire Council, Cambridge City Council, Camden Council, Central Bedfordshire Council, Chelmsford City Council, Cheltenham Borough Council, Cherwell District Council, Chichester District Council, Colchester Borough Council, Cornwall Council, Cotswold District Council, Crawley Borough Council, Dacorum Borough Council, Dorset County Council, Dover District Council, Eastleigh Borough Council, East Hertfordshire District Council, Enfield Council, Exeter City Council, Gloucestershire County Council, Guildford Borough Council, Hackney Council, Haringey Council, Harlow District Council, Harrow Council, Hart District Council (shared with Basingstoke and Deane Borough Council), Hertfordshire County Council, Huntingdonshire District Council, Ipswich Borough Council, Isle of Wight Council, Islington Council, Kent County Council, London Borough of Havering Council, London Borough of Hounslow Council, London Borough of Lewisham, London Borough of Lambeth, London Borough of Newham, London Borough of Redbridge Council, London Borough of Richmond upon Thames Council, London Borough of Tower Hamlets Council, Luton Borough Council, Maidstone Borough Council, Merton Council, Mid Sussex District Council, Milton Keynes Council, North Hertfordshire DC, North Norfolk District Council, Norse Commercial Services, Norwich City Council, Oxford City Council, Oxfordshire County Council,

Peterborough City Council, Plymouth City Council, Cumbria County Council, Reading Borough Council, Rother District Council, Royal Borough of Greenwich, Sevenoaks District Council, Slough Borough Council, Southampton City Council, Southend on Sea Borough Council, South Gloucestershire Council, South Hams District Council, Spelthorne Borough Council, St Albans City & District Council, Stevenage Borough Council, Stroud District Council, Surrey Heath Borough Council, Swindon Borough Council, Tendring District Council, Tewkesbury Borough Council, Three Rivers District Council, Thurrock Council, Vale of White and South Oxfordshire District Councils, Watford Borough Council, West Berkshire Council, West Devon Borough Council, Winchester City Council, Wokingham Borough Council

APSE Wales: 16

Caerphilly County Borough Council, Cardiff Council, Carmarthenshire County Borough Council, Ceredigion CC, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Monmouthshire County Council, Neath Port Talbot County Borough 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

Total: 287 members

Appendix 2: APSE Performance Networks members 2021/22

APSE Central: 27

Ashfield District Council, Birmingham City Council, Bolsover District Council, Broxtowe Borough Council, Cannock Chase Council, Chesterfield Borough Council, Corby Borough Council, Derby City Council, Derbyshire County Council, Dudley Metropolitan Borough Council, East Staffordshire Borough Council, Gedling Borough Council, Kettering Borough Council, Leicester City Council, Newcastle-Under-Lyme Borough Council, North East Derbyshire District Council, North Warwickshire Borough Council, Nottingham City Council, Nottinghamshire County Council, Shropshire Council, South Staffordshire Council, Stafford Borough Council, Stoke-on-Trent City Council, Telford & Wrekin Council, Walsall Metropolitan Borough Council, Warwickshire County Council, Wolverhampton City Council

APSE Northern: 53

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, Cumbria County Council, Darlington Borough Council, Doncaster Metropolitan Borough Council, Douglas Borough Council, Durham County Council, East Riding of Yorkshire Council, Gateshead Metropolitan Borough Council, Halton Borough Council, Hartlepool Borough Council, Hull City Council, Kirklees Council, Knowsley MBC, Lancashire County Council, Lancaster City Council, Leeds City Council, Liverpool City Council, Manchester City Council, Middlesbrough Council, North Lincolnshire Council, North Tyneside MBC, Northumberland County Council, Preston City Council, Rochdale Metropolitan Borough Council, Rotherham MBC, Scarborough Borough Council, Sefton Metropolitan Borough Council, Sheffield City Council, South

Holland District Council, South Kesteven District Council, South Lakeland District Council, South Tyneside Homes, South Tyneside MBC, Stockton-on-Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Trafford Metropolitan Borough Council, Wakefield MDC, Warrington Borough Council, West Lancashire Borough Council, West Lindsey District Council, Wigan Metropolitan Borough Council, Wirral Metropolitan Borough Council, Wyre Borough Council

APSE Northern Ireland: 11

Antrim & Newtownabbey Borough Council, Ards and North Down Borough Council, Armagh City Banbridge and Craigavon Council, Belfast City Council, Causeway Coast & Glens Borough Council, Derry City and Strabane District Council, Education Authority NI, Fermanagh and Omagh District Council, Lisburn and Castlereagh City Council, Mid and East Antrim Borough Council, Newry Mourne and Down District Council

APSE Scotland: 33

Aberdeen City Council, Aberdeenshire Council, Angus Council, Argyll & Bute Council, City of Edinburgh Council, Clackmannanshire Council, Comhairle Nan Eilean Siar, 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, 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

APSE Southern: 50

Aylesbury Vale District Council, Bournemouth Christchurch & Poole Council, Cambridge City Council, Camden London Borough, Chelmsford City Council, Cherwell District & South Northamptonshire Council, Cherwell District Council, City of London Corporation, Colchester Borough Council, Cornwall Council, Crawley Borough Council, Dorset Council, Eastleigh Borough Council, Enfield London Borough, Exeter City Council, Guildford Borough Council, Hackney London Borough, Hampshire County Council, Haringey London Borough, Huntingdonshire District Council, Ipswich Borough Council, London Borough of Barking & Dagenham, London Borough of Harrow, London Borough of Hounslow, London Borough of Redbridge, London Borough of Richmond upon Thames, London Borough of Tower Hamlets, Milton Keynes Council, Newham London Borough, Norfolk County Council, North Somerset District Council, Norwich City Council, Oxford City Council, Oxfordshire County Council, Peterborough City Council, Plymouth City Council, Reading Borough Council, Royal Borough of Greenwich, Slough Borough Council, Somerset County Council, South Cambridgeshire District Council, South Gloucestershire Council, South Hams District

Council, Southwark London Borough, Stevenage Borough Council, Stroud District Council, Tendring District Council, Thurrock Council, Weymouth and Portland Borough Council, Wiltshire Unitary Council, Wokingham Borough Council

APSE Wales: 15

Bridgend County Borough Council, Caerphilly County Borough Council, Cardiff Council, Carmarthenshire County Council, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Isle of Anglesey County Council, Neath Port Talbot County BC, Pembrokeshire County Council, Rhondda Cynon Taf County BC, Swansea City & County, Torfaen County Borough Council, Vale of Glamorgan County BC, Wrexham County Borough Council

Total: 189 members



The Local Government Commission 2030

Appendix 3: APSE Energy Members 2021/22

Approved Partners: 7

AceOn, Beond Group, Boyd Brothers (Fauldhouse) Ltd, Gridserve, Kensa Contracting, RP Martin, YES Energy Solutions

Central: 17

Ashfield District Council, Blaby District Council, Chesterfield Borough Council, Coventry City Metropolitan Borough Council, Derby City Council, Derbyshire County Council, Derbyshire Dales District Council, High Peak Borough Council, Hinckley & Bosworth Borough Council, Nottingham City Council, Nottinghamshire County Council, Sandwell Metropolitan Borough Council, Staffordshire Moorlands District Council, Warwick District Council, Warwickshire County Council, Wolverhampton City Council, North Northamptonshire Council

Northern: 35

Barnsley Metropolitan Borough Council, Barnsley Premier Leisure, Blackburn with Darwen Borough Council, Bradford Metropolitan District Council, Cheshire West and Chester Council, City of York Council, Darlington Borough Council, Doncaster Council, Durham County Council, East Riding of Yorkshire Council, Kirklees Council, Knowsley Metropolitan Borough Council, Lancaster City Council, Middlesbrough Borough Council, Newcastle City Council, North Kesteven District Council, North Yorkshire County Council, Northumberland County Council, Preston City Council, Salford City Council, Scarborough Borough Council, Sefton Metropolitan Borough Council, Selby District Council, Sheffield City Council, South Lakeland District Council, South Tyneside Metropolitan Borough Council, St Helens Metropolitan Borough Council, Stockton-on-Tees Borough Council, Wakefield Metropolitan Council, Warrington Borough Council, West Lancashire Borough Council, West Lindsey District Council, Wigan Metropolitan Borough Council, Wirral Metropolitan Borough Council, Wyre Borough Council

Northern Ireland: 4

Belfast City Council, Derry City and Strabane District Council, Fermanagh and Omagh District Council, Mid and East Antrim Borough Council

Scotland: 17

Angus Council, Clackmannanshire Council, Dumfries & Galloway Council, East Ayrshire Council, East Dunbartonshire Council, East Lothian Council, East Renfrewshire Council, Falkirk Council, Fife Council, Glasgow City Council, Highland Council, Midlothian Council, North Ayrshire Council, Renfrewshire Council, Shetland Islands Council, South Ayrshire Council, West Lothian Council

Southern: 44

Ashford Borough Council, Bath & North East Somerset Council, Bedford Borough Council, Bracknell Forest Borough Council, Bristol City Council, Buckinghamshire County Council, Cambridge City Council, Central Bedfordshire Council, Chelmsford City Council, Cheltenham Borough Council, Cherwell District & South Northamptonshire Council, Cornwall Council, Dacorum Borough Council, East Hertfordshire District Council, Eastleigh Borough Council, Guildford Borough Council, Hertfordshire County Council, Ipswich Borough Council, Isle of Wight Council, Islington London Borough, Kent County Council, Lee Valley Regional Park, London Borough of Hackney, London Borough of Havering, London Borough of Hounslow, Luton Borough Council, Maidstone Borough Council, Oxfordshire County Council, Public Power Solutions/Swindon Borough Council, Reading Borough Council, Sevenoaks District Council, South Hams District & West Devon Borough Council, South Oxfordshire & Vale of White Horse Councils, Southampton City Council, Southend-on-Sea Borough Council, Spelthorne Borough Council, Stevenage Borough Council, Surrey Heath Borough Council, Tendring District Council, Watford Borough Council, West Berkshire Council, Wiltshire Unitary Council, Winchester City Council, Wokingham Borough Council

Wales: 8

Cardiff City Council, Carmarthenshire County Council, Ceredigion County Council, Conwy County Borough Council, Flintshire County Council, Pembrokeshire County Council, Swansea City and County Council, Wrexham Council

Total: 126 members

Appendix 4: APSE National Council Members 2021/22

Current national chair: Cllr Arwyn Woolcock, Neath Port Talbot Council

Current national secretary: Chris Cutforth, Swansea Council

Past national chair: Cllr Mark Pengelly, North Northamptonshire

Past national secretary: Karen Bradford, South Kesteven District Council

National chair elect: Cllr Andrea Lewis, Swansea Council

National secretary elect: Chris Cutforth, Swansea Council

APSE Central

Chair: Cllr Mark Pengelly, Corby Borough Council

Secretary: Dela Moreland, Kettering Borough Council

Vice Chair: Cllr John Clarke, Gedling Borough Council

Additional Members

Cllr Steve Evans, Wolverhampton City Council

Cllr Dave Trimble, Nottingham City Council

Samantha Dennis, Derby City Council

APSE Wales

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

Secretary: Chris Cutforth, Swansea Council

Vice Chair: Cllr Andrea Lewis, Swansea Council

Additional Members

Matt Wakelam, Cardiff City Council

APSE Northern Ireland

Chair: Alderman Tommy Nicholl MBE, Mid and East Antrim Borough Council

Secretary: Ellen Cavanagh, Derry City and Strabane District Council

Vice Chair: Cllr Terry Andrews, Newry Mourne and Down District Council

Additional Members

Cllr Stephen McCann, Fermanagh and Omagh District Council

Cllr Martin Reilly, Derry City and Strabane District Council

Alderman Alan McDowell, Ards and North Down

APSE Southern

Chair: Cllr Phillip O'Dell, London Borough of Harrow

Secretary: Colin Rowland, Isle of Wight Council

Vice Chair: Cllr Jacqueline Burnett, Luton Borough Council

Additional Members:

James Collingridge, Peterborough City Council

Owen Jenkins, Oxfordshire County Council

Jo Gardner Smith, Oxford Direct Services

Steve Pearce, Bristol Council

Paul Naylor, Eastleigh Borough Council

APSE Scotland

Chair: Cllr Archie Dryburgh, Dumfries & Galloway Council

Secretary: Russell McCutcheon, North Ayrshire Council

Vice Chair: Cllr Les Sharp, Clackmannanshire Council

Additional Members

Cllr Judy Hamilton, Fife Council

Cllr George Paul, West Lothian Council

Cllr Lynne Short, Dundee City Council

APSE Northern

Chair: Cllr. John Kerr-Brown Warrington Council

Secretary: Anita Brown, Stockton-on-Tees Council

Co-Vice Chairs: Cllr. Julie Simpson, Gateshead Council and Cllr. Tracey Dixon, South Tyneside District Council

Additional Members

Adrian Phillips, Preston Council

Cllr Kelham Cooke, South Kesteven District Council

Glynn Humphries – Wakefield District Council

Cllr. Owen Bierley, West Lindsey Council

Mark Davies, Lancaster City Council

Associate Members

Mags Lightbody, NI Housing Executive

James Lazou, Unite the Union

Brian Campfield, NIPSA

Paul Bell, UNISON

Rehana Azam, GMB

Alan Waters, LGIU

Meetings Held

National Council

17/18 June 2021, York

7 September 2021, Birmingham

10 December 2021, Northern Ireland

18 March 2022, London

16/17 June 2022, York

Policy, Performance and Scrutiny Sub-Committee

12 March 2021, Microsoft teams

16 July 2021, Birmingham

29 October 2021, Manchester

16 November 2021,

24/25 February 2022, Wales

Appendix 5: APSE advisory group and strategic forum chairs 2021/22

Advisory Groups

Building cleaning

Chair: Cllr Shelley Powell, Knowsley Metropolitan Borough Council

Catering (school meals)

Chair: Cllr Julie Simpson, Gateshead Metropolitan Borough Council

Cemeteries and crematoria

Chair: Cllr Billy Mullin, Flintshire County Council

Environmental health

Chair: Cllr Phillip O'Dell, Harrow Council

Highways and street lighting

Chair: Cllr Frank Anderson, West Lothian Council

Housing, construction and building maintenance

Chair: Cllr Judy Hamilton, Fife Council

Local authorities commercialisation, income and trading network

Chair: Cllr Tracey Dixon, South Tyneside Council

Parks, horticulture and grounds maintenance

Chair: Cllr Dave Trimble, Nottingham City Council

Renewables and climate change

Chair: Cllr Robert Boswell, Preston Council

Sports and leisure management

Chair: Cllr Paul Gittings, Reading Borough Council

Transport and vehicle maintenance

Chair: Cllr Steve Pearce, Bristol City Council

Waste management, refuse collection and street cleansing

Chair: Cllr Martin Reilly, Derry City and Strabane District Council

Strategic forums

Citizen engagement and participation

Chair: Cllr John Kerr Brown, Warrington Borough Council

Commercialisation and finance professional practice group

Chair: Cllr Owen Bierley, West Lindsey District Council

Communities, neighbourhoods and localism

Chair: Cllr Paul Findlow, Cheshire East Council

Devolution and powers

Chair: Cllr John Clarke, Gedling Borough Council

Environment and sustainability

Chair: Cllr Jacqui Burnett, Luton Borough Council

Healthy communities

Chair: Cllr Kelham Cooke of South Kesteven Council

Housing, social justice, and welfare reform

Chair: Cllr Mark Pengelly, Corby Borough Council

Property, asset management and regeneration

Chair: Alderman Alan McDowell, Ards and North Down District Council

Service transformation

Chair: Cllr Andrea Lewis, City and County of Swansea Council

Appendix 6: Training, seminars, meetings and promotional activity 2021/22

In-house Training

Carbon Literacy for Elected Members

Gloucestershire - 21/02/2022, 22/02/2022, 09/03/2022, 10/03/2022, 15/03/2022,
Swindon - 24/03/2022
Warrington - 01/03/2022, 02/03/2022

Carbon Literacy for Leaders and Managers

Gloucestershire - 21/02/2022, 22/02/2022, 09/03/2022, 10/03/2022, 15/03/2022,
Swindon - 24/03/2022
Warrington - 01+02/03/2022

Carbon Literacy for Local Authorities

Dacorum - 14/04/2021
North Norfolk - 27/05/2021
Warrington - 17/06/2021
Wirral - 28/06/2021, 20/07/2021, 22/07/2021, 22/09/2021, 23/09/2021, 02/11/2021, 03/11/2021, 09/11/2021, 11/11/2021, 24/11/2021, 25/11/2021
Stockton - 29/06/2021, 15+16/11/21
Hinckley - 12/08/2021
Blaby - 13/10/2021, 17/11/2021
APSE - 25/01/2022, 11+13/01/22
Isle of Wight - 26/01/2022
Wrexham - 24/03/2022, 29/03/2022, 03+04/03/22
Burnley - 11+18/02/2022
Derby - 18+19/10/21
Guildford - 29/11/2021, 09/12/21, 13/12/21

Carbon Literacy Pledge Workshop

Wirral - 08/11/2021, 19/11/2021

Climate Action for Councils

Hertfordshire Cc - 16/09/2021, 24/09/2021, 04/10/2021, 26/10/2021, 28/10/2021, 01/11/2021

Commercial Contracts

North Tyneside - 18/01/2022, 19/01/2022, 02/02/2022, 03/02/2022, 08/03/2022

Developing and Managing Service Level Agreements

Lancashire Cc - 25/05/2021, 26/05/2021
Douglas - 10/01/2022

Effective Social Media for Local Authorities

Manchester - 19/04/2021, 20/04/2021

Health and Safety on Highways and Verges (CPD)

Fife - 19+20/04/21

Improving Your Written Communication Skills

Manchester - 11/05/2021, 12/05/2021

Introduction to Parks Management (CPD)

Lambeth - 23/09/2021

Leadership and Mentoring

Leicester - 13+20/01/22

Leading a Customer Focussed Culture

Fleet - 24/11/2021

Managing Virtually and Remotely

Neath - 13/04/2021

Municipal Entrepreneurship

Isle Of Wight - 12/01/2022, 09/02/2022, 22/02/2022, 09/03/2022, 23/03/2022

Highways and Verges

North Lanarkshire - 23/03/2022, 24/03/2022,

Principles of Contract Management

Ubico - 09+10/02/2022

Project Management

Barnsley - 01/02/2022, 07/02/2022, 24/03/2022

Supervisory Skills

Flintshire - 19/01/2022, 6/01/2022, 03/02/2022, 17/02/2022
Edinburgh - 22/02/2022, 22/03/2022

Supervisory Skills for Team Leaders in Frontline Services (CPD)

Ansa - 28/04/2021, 12/05/2021, 09/06/2021
East Riding - 01/10/2021

Train the Trainer

Walsall - 17+18/03/22

Working with Volunteers and the Voluntary Sector

Manchester - 08/06/2021, 10/06/2021

Public Training Courses

Carbon Literacy for Elected Members

01/11/2021, 15/02/2022,

Carbon Literacy for Leaders and Managers

23/02/2022, 18+19/01/22

Carbon Literacy for Local Authorities

12/05/2021, 16/06/2021, 07/07/2021, 12/07/2021, 21/07/2021,
14/09/2021, 30/11/2021, 27/01/2022, 22/03/2022, 28/10/2021,

Coaching and Mentoring for Councils

06/07/2021, 21/10/2021, 08/03/2022,

Developing and Managing Service Level Agreements

27/04/2021, 23/06/2021, 14/10/2021, 17/02/2022,

Effective Time Management

24/11/2021, 03/03/2022,

Effective Social Media for Local Authorities

26/05/2021, 09/06/2021, 21/07/2021, 07/09/2021, 24/04/2022,
03+04/11/21

Introduction to Parks Management

03/06/2021, 01/09/2021, 02/11/2021,

Leadership and Management Skills

01/03/2022,

Legal and Practical Management of Cemeteries

30+31/11/21

Managing Allotments for Local Authorities

04/05/2021, 16/06/2021, 29/07/2021, 04/11/2021, 29/03/2022,

Project Management in Local Government

06/05/2021, 22/06/2021, 27/07/2021, 17/08/2021, 19/10/2021,
17/11/2021, 09/12/2021, 24/02/2022,

Service Level Agreements

08/12/2021,

Supervisory Skills for Team Leaders in Frontline Services

22/04/2021, 25/05/2021, 05/08/2021, 02/09/2021, 05/10/2021,
03/11/2021,

The Bereavement Journey

21/07/2021, 12/10/2021, 15/03/2022,

Volunteers and the Voluntary Sector

15/12/2021,

Working with Volunteers and the Voluntary Sector

05/05/2021, 30/06/2021, 10/08/2021, 13/10/2021, 08/03/2022,

Public Masterclasses

Advanced Contract Management

26/01/2022, 06/07/2021, +07/07/21, 21+22/09/21,
24+25/11/2021,

Advanced Parks: Sustainable Finance

20/04/2021, 16/06/2021, 29/03/2022, 18+19/01/22,
26+27/10/21

Carbon Literacy Trainer

15+16/02/22, 19/08/21 + 20/08/21, 29+30/11/21

Developing and Delivering a Commercial Strategy

13/04/2021, 08/06/2021, 03+10/11/21, 16+17/11/21

Health and Safety in Waste and Environmental Services

29/04/2021, 22/06/2021, 14/09/2021,

Health and Safety on Highways and Verges

18/05/2021, 12/10/2021, 01/02/2022,

Leadership and Management Skills

26/08/2021, 19/10/2021,

Legal and Practical Management of Cemeteries

15/04/2021, 25/05/2021, 07/09/2021, 22+23/03/22

Managing programmes in Local Government

23/11/2021, 21/07/2021,

Principles of Contract Management

02/12/2021, 08/02/2022, 01/06/2021, 20/07/2021, 06/10/2021,

Role of the Facilities Manager

22/04/2021, 15/06/2021, 03/08/2021, 07/10/2021, 08/02/2022,

Train the Trainer

09+10/02/2022, 10+11/11/21, 13/07/2021, +14/07/21,
18/05/2021, +19/05/21, 28+29/09/21

Service specific national seminars

Cemeteries and crematoria seminar 2021

15 April 2021, Teams

The APSE Local Government Commission 2030 final report

22 July 2021, Manchester

Trees And Woodlands Seminar

28 July 2021, Microsoft Teams

Annual seminar and service awards

8 – 9 September 2021, Birmingham

Housing and Building Maintenance Seminar 2021

7 – 8 October 2021, Stoke

Transport Seminar 2021

20 October, Nottingham

Waste, Recycling and Street Scene Seminar 2021

21 October, Nottingham

Sports and Leisure Seminar 2021

4 November 2021, Loughborough

Cemeteries and Crematoria Seminar 2021

18 November 2021, Solihull

Winter Resilience Forum 2021

19 November 2021, Bradford

PN Seminar

2 – 3 December 2021, Blackpool

The Environment Act: How will the Act contribute to climate change actions within local councils?

23 February 2022, Microsoft Teams

Facilities, Catering and Cleaning Management Seminar 2022

3-4 March 2022, Nottingham

Highways, Street Lighting and Winter Maintenance Seminar 2022

24 – 25 March 2022, Village Hotel Blackpool

Parks Seminar 2022

30 March, Lancashire

Regional seminars

Central

Environmental Sustainability Online Event

19 April 2021, Online

Central Region AGM

6 August 2021, Birmingham

Northern

Northern Region Forum and General Meeting

21 July 2021, Manchester

Northern Forum: Meeting the challenges of a climate emergency

3 November 2021, Wakefield

Best Practice Forum

Tuesday 18th January 2022, online

Northern Ireland

'Building Back Greener: What are the future opportunities for Green Growth

30 July 2021, Belfast

Northern Ireland Extraordinary Annual General Meeting

30 November 2021, Belfast

Northern Ireland Social Value Forum

30 November 2021, Belfast

Scotland

Fleet, Waste & Ground Services Seminar

11-14 May 2021, Aviemore

Scotland Building and Housing Seminar 2022

17 and 18 February 2022, Marriott, Glasgow

Scotland Soft Facilities Management Seminar 2022

29 March 2022, Online Event

Southern

Southern Annual General Meeting 2021

29th July 2021, London

Southern Region Parks and Open Spaces Seminar 2021

11th November 2021, London

Equality, Inclusion & Diversity Seminar 2022

15 March 2022, Microsoft Teams

Wales

Wales Annual General Meeting & Strategic Forum

Appendix 7: Award Winners 2021/22

APSE Service Awards 2021/22

Award	Winner
Overall council of the year	Telford & Wrekin Council
Best Workforce initiative	Wigan Council
Best Housing, Regeneration or New Build initiative	Swansea Council
Best Efficiency and Transformation initiative	East Riding of Yorkshire Council
Best Health and Well-being initiative (inc. Social Care)	Lancashire County Council
Best Public/Private Partnership Working initiative	Neath Port Talbot Council
Best Collaborative Working initiative (with other public sector or third sector)	Warwickshire County Council
Best Commercialisation and Entrepreneurship initiative	Nottingham City Council
Best Community and Neighbourhood initiative (inc. Community Safety)	Sandwell Metropolitan Borough Council
Best Innovation or Demand Management initiative	Glasgow City Council
Best Climate Change initiative	North Yorkshire County Council
Best service team: Housing, Construction and Building service	Lancaster City Council
Best service team: Catering service	Caerphilly County Borough Council
Best service team: Facilities Management and Building Cleaning service	East Ayrshire Council
Best service team: Highways, Winter Maintenance and Street Lighting service	Derby City Council
Best service team: Transport and Fleet Maintenance service	Wakefield Council
Best service team: Waste Management and Recycling service	Cheshire East Council
Best service team: Street Cleansing and Streetscene service (Public Realm)	Middlesbrough Council
Best service team: Parks, Grounds and Horticultural service	Armagh City, Banbridge & Craigavon Borough Council
Best service team: Cemetery and Crematorium service	Stockton-On-Tees Borough Council
Best service team: Sports, Leisure and Cultural service	Leeds City Council
Best service team: Environmental Health, Trading Standards and Regulatory service	Mid and East Antrim Borough Council

APSE Performance Networks Awards 2021/22

Service area	Best performer	Most improved performer
Building cleaning	Doncaster Metropolitan Borough Council	East Ayrshire Council
Building maintenance	South Ayrshire Council	
Catering	Gateshead Metropolitan Borough Council	
Cemeteries and crematoria	Middlesbrough Council	Newcastle-Under-Lyme Borough Council
Parks, open spaces and horticultural services	Eastleigh Borough Council	Rochdale Metropolitan Borough Council
Refuse collection	North Warwickshire Borough Council	Huntingdonshire District Council
Roads, highways and winter maintenance	Wigan Metropolitan Borough Council	Wigan Metropolitan Borough Council
Sports and leisure facility management	North Lincolnshire Council – Epworth Leisure Centre	
Street cleansing	Eastleigh Borough Council	Rochdale Metropolitan Borough Council
Street lighting	Wigan Metropolitan Borough Council	Falkirk Council
Transport	East Renfrewshire Council	North Warwickshire Borough Council

Highways, Street Lighting and Winter Maintenance Innovation Awards

Award	Winner
Highways maintenance services	Conwy County Borough Council
Street lighting	Wigan Metropolitan Borough Council
Winter maintenance and winter resilience services	Ayrshire Roads Alliance

Appendix 8: Briefings and Research 2021/22

Briefings

- 21-25 Councils given power to build more homes for first time buyers and for social rent
- 21-26 The Sixth Carbon Budget Waste
- 21-27 Winter Maintenance State of the Market 2021
- 21-28 PFI Managing the Expiry of PFI Contracts
- 21-29 Cemeteries and Crematoria - State of the Market 2021
- 21-30 Payments to Leisure Contractors - April 2021
- 21-31 Extended Producer Responsibility for Packaging
- 21-32 Consistency in Household and Business Recycling consultation
- 21-33 Accounts Commission - Local Government in Scotland Overview 2021
- 21-34 Rewarding and recognising the achievements of volunteers
- 21-36 Scottish Milk and Healthy Snack Scheme - guidance for local authorities
- 21-37 The Good Food Case
- 21-38 Scottish Social Housing Charter Review
- 21-39 The Waste Industry Safety and Health (WISH) Forum latest information document for managing risk for waste management industry
- 21-40 Social Housing Decarbonisation Fund
- 21-41 Implementing the bus provisions of the Transport (Scotland) Act 2019 - Scottish Government Consultation
- 21-42 Constitutional Settlement for Scotland Local Authorities
- 21 - 43 Report back on the APSE Annual Seminar 2021
- 21-44 Professor John Curtice Summary of the British Social Attitudes Survey
- 21-45 State of the Market Housing and Building Maintenance 2021
- 21-46 Refuse Collection State of the Market 2021
- 21-47 Autumn Budget and Spending Review Statement 2021
- 21-48 Scottish local authority fly-tipping enforcement powers
- 21-49 The Good Food Nation Bill (Scotland)
- 21-51 State of the Market Street Lighting
- 21-52 State of the Market Highways Services
- 21-53 State of the Market Winter Maintenance
- 21-54 Local Government Statement of Financial Settlement 2022-2023
- 21-55 Social housing decarbonisation study - views from social housing providers
- 21-56 Local government: Skills shortages and workforce capacity
- 21-57 The Good Food Nation (Scotland) Bill Call For Views
- 21-58 The Role of Local Government in Delivering a Net Zero Scotland
- 21-59 State of the Market Sports and Leisure Services
- 21-60 State of the Market Transport and Fleet Services
- 21-61 Trust and Confidence in Councils, What the Public Think - Analysis of the Satisfaction Poll 2021
- 21-62 - State of the Market Allotments
- 22-01 Biodiversity Net Gain Consultation 2022
- 22-02 Nutritional Requirements for Food and Drink in Schools (Scotland) Amendment Regulations 2021 guidance
- 22-03 National litter and flytipping strategy consultation - Scottish Government
- 22-04 APSE Consultation Response to Good Food Nation (Scotland) Bill - call for views
- 22-05 The Social Housing White Paper Professionalisation Review
- 22-06 Levelling Up White Paper: An analysis for APSE members
- 22-07 Briefing on Waste Carrier Consultation
- 22-08 The impact of COVID-19 on local authority Soft FM: 2020-2021
- 22-09 The impact of COVID-19 on local authority building maintenance: 2020-2021
- 22-10 Open Space Strategies
- 22-11 State of the Market in Street Cleansing and Streetscene Services 2022

Research

Deposit Return Scheme: Lessons from Scotland and implications for the rest of the UK – **March 2022**

Carbon Pricing – **January 2022**

The impact of COVID-19 on performance management in UK local government - **December 2021**

Local government: Skills shortages and workforce capacity – **December 2021**

State of UK Public Parks 2021 – **December 2021**

Local Authority Holiday Provision - **November 2021**

Securing the future of public sport and leisure services. A report on behalf of APSE, the LGA and CLOA - **September 2021**

Energy across the authority 2021: Case study examples of how local authorities are engaging in the energy agenda – **September 2021**

Taking stock: Challenges and opportunities for local authority property and assets in supporting local economy recovery - **September 2021**

EU Exit: Impacts, Implications, Opportunities and Threats for Local Councils in Northern Ireland – August 2021

Local by default: APSE Local Government Commission 2030 – **July 2021**

A decent place to live: Homes fit for Key Workers – July 2021

Bystanders or innovators? How local authorities can use place making to drive the green recovery – **July 2021**

Post Pandemic: Green Urban Spaces: A brief guide to increasing the opportunities to green urban spaces and understand and value the benefits this will bring to communities – **July 2021**

Appendix 9: APSE solutions client list and APSE partners 2021/22

Associates

Peter Appleton, Mark Arnold, Cathy Aubertin, John Bedwell, Rob Bellamy, Georgina Bembridge, Tracey Blackwell, Tim Blowers, Louise Bradney, John Byford, Andy Cadman, Craig Chandler, Peter Connell, Eddie Cross, Rob Dawson, Michael Day, Chris Frake, Rob Gamble, Sam Grant, Alan Green, Eddie Hart, Richard Hayes, Matthew Heath, Mel Henley, Dave Henrys, Peter Hollinshead, Allan Howie, Tom Jarman, Sharon Jarvis, Peter Johnson, Ian Jones, Maria Kelly, Richard Kirk, Matthew Ling, Peter Linsell, John Marsh, Andrew Martin, Paul McHenry, Colin McInnes, Darrin Mellor, Elaine Melrose, Julie Parker, Alan Plom, Kevin Pyatt, David Robertson, Stephen Robinson, Nigel Rowe, Bill Seymour, Bernard Sheridan, Dan Slee, Mark Smith, Lee Snashfold, Caroline Toner, Andrew Uprichard, Andy Vaughan, Gary Withington, David Wood, Adnan Zeb-Khan

Clients

Adur District and Worthing Borough Council, Armagh City, Banbridge and Craigavon Council, Ashfield District Council, Babergh & Mid Suffolk District Council, Barnsley Metropolitan Borough Council, Barrow-in-Furness Borough Council, Bedford Borough Council, Bolton Metropolitan Borough Council, Bournemouth Christchurch and Poole Council, Buckinghamshire Council, Cannock Chase Council, Causeway Coast and Glens Borough Council, Cheshire West and Chester Council, Clackmannanshire Council, Colchester Borough Council, Dacorum Borough Council, Derby City Council, Derbyshire Dales District Council, Doncaster Metropolitan Borough Council, Dorset Council, Dudley Metropolitan Borough Council, East Riding of Yorkshire Council, Eastleigh Borough Council, City of Edinburgh Council, Exeter City Council, Fermanagh and Omagh District Council, Gloucestershire County Council, Halton Borough Council, Worcester Fire & Rescue, Huntingdonshire District Council, Leicester City Council, Eden District Council, Liverpool City Council, Mansfield District Council, Midlothian Council, Milton Keynes Council, Neath Port Talbot County UNISON, Newcastle-Under-Lyme Borough Council, Newham London Borough, North Wingfield Parish Council, Orkney Islands Council, Perth and Kinross Council, Powys County Council, Royal Borough of Windsor and Maidenhead, Redcar and Cleveland Borough Council, Richmond and Wandsworth Council, Runnymede Borough Council, Salford City Council, Sefton Metropolitan Borough Council, Sevenoaks District Council, Sheffield City Council, Shropshire Council, Slough UNISON South Derbyshire District Council, Southend-on-Sea Council, Southwark London Borough, St Helens Metropolitan Borough Council, Stirling Council, Stoke-on-Trent City Council, Tandridge District Council, Tees Valley Tewkesbury Borough Council, Three Rivers District Council, Torfaen County Borough Council, UBICO, UNISON – Education, Wakefield Metropolitan District Council, West Berkshire Council, West Lancashire Borough Council, West Lothian Council, Wirral Metropolitan Borough Council



Appendix 10: Staff and Resources



Cllr Andrea Lewis, APSE National Chair
2021 – 22



Cllr Arwyn Woolcock, APSE National
Chair 2021 – 22



Chris Cutforth, APSE National Secretary
2021 – 22



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



Mo Baines
Mo is the Deputy Chief Executive. 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.



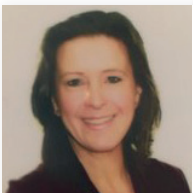
Debbie Johns
Debbie is the Head of APSE Performance Networks. She is responsible for the growth and development of the service and its operational management.



Phil Brennan
Phil is the Head of APSE Energy; he is responsible for the day to day delivery of the service to members and business growth.



Andy Mudd
Andy is the Head of APSE Solutions. Andy joined APSE in 1999 as a principal advisor. Andy manages APSE solutions and interim management services.



Fiona Sutton-Wilson
Fiona is the Head of APSE Training and has responsibility for the learning, skills and development arm of the Association.



Lindsay Towler
Lindsay is the Head of Business Resources and has responsibility for the organisation's infrastructure and resources. She also maintains the association's quality systems and manages the support services team.



Wayne Priestley
Wayne is The Principal Advisor for APSE Northern. He is the contact for APSE's environmental services portfolio which includes: refuse collection, street cleansing, parks and horticultural services, cemeteries and crematoria and environmental health and trading standards.



Vickie Hacking
Vickie is the Principal Advisor for APSE Central. She is the contact for APSE's facility management portfolio which includes building cleaning, catering and housing, construction and building services.



Abi Ademiluyi
Abi is the Principal Advisor for APSE Southern, managing APSE's regional office in Oxford and has responsibility for all APSE activity in Southern England.



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



Charlotte Banks
Charlotte is the Principal Advisor for APSE Energy



Rob Bailey
Rob is the Principal Advisor for APSE Wales. He is the contact for roads and highways maintenance, transport and leisure.



Ben Parsons
Ben is a Senior Consultant with APSE Solutions.



Tim Cheetham
Tim is a Senior Consultant with APSE Solutions



Emma Taylor
Emma is a Senior Consultant with APSE Solutions.



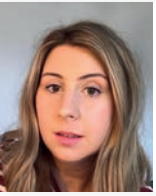
Amy Caldwell
Amy is Senior Training Officer



Wai Lee
Wai is the Finance and Management Information Team Leader.



Mike Egerton
Mike is the Marketing and Coordination Officer.



Jennifer Stanley
Jenny is a Performance Networks Officer.



Cheryl Walker
Cheryl is a Performance Networks Officer.



Andy Derbyshire
Andy is a Performance Networks Officer.



Ryan McNally
Ryan is the IT and Research Officer.



Rebecca Monaghan
Rebecca is a Data Processing and Analysis Officer.



Matt Ellis
Matt is the Communications Officer.



Nathan Horrocks
Nathan is a Client Coordination Officer with APSE Solutions.



Garry Lee
Garry is the Research and Coordination Officer within the APSE Scotland Office.



Laura McNab
Laura is a Finance and Administration Officer within the APSE Scotland Office.



Lyndsey Moffat
Lyndsey is a Finance and Administration Officer within the APSE Scotland Office.



Shami Scholes
Shami is the Research and Administration Officer within the APSE Southern Office.



Alistair Holcroft
Alistair is an Administrative Assistant



Megan Butterworth
Megan is an Administration Assistant.



Maria Kenny
Maria is an Administration Assistant.



Caitlyn King
Caitlyn is an Administration Assistant.

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