

## Generation Rent

CLlr Rodwell, Barking and Dagenham Council

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## APSE Service Award

Finalists and Winners 2015

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Paul O'Brien, APSE

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# Winning in Wales 2015

## APSE service awards special edition



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## Editorial

Representing our members is a crucial part of APSE's role and as part of this we endeavour to use the political party season to push forward on our policies, for local government, across the UK. From Housing to Parks, from Climate Change to Governance APSE attended a whole spectrum of events to make the case for the role of local government as an agent for change and a force for good.

This year I could not help but reflect on the old adage 'all politics is local' as the political parties seem to have had a reawakening that many of the most pressing policy issues are best resolved at a local government level – and I am including within that the devolutionary deals that are now expanding across the UK.

Whether it is public health, housing, climate change, or promoting economic growth, politicians, of the parliamentary and assembly breed, are realising that you can't solve hugely complex issues by central diktat from hundreds of miles away. In order to understand the varying local circumstances, where these problems play out, you really need to have boots on the ground. Local government can provide this. What it needs in return is clarity and coherency from our UK central administrations. Such clarity and coherency is often sadly lacking.

In recent weeks we have seen announcements on housing and the extension of the right to buy to housing associations, cuts to solar subsidy schemes and major changes to business rates. Just in these three areas alone the impact of the changes will be widespread and not necessarily universally welcomed. But the real issue here is often not whether a policy is right or wrong but the uncertainty that unplanned for changes can mean to local councils. In the area of solar subsidy for example the payback period for council investment is often a critical factor in determining whether a scheme is viable. The recent changes left many councils with an unplanned shortfall in terms of the financial viability of their schemes.

So whilst we expect that devolution may be a game changer the real game changer for local councils will be if they are trusted to get on with the job and deliver solutions to the messy complex policy issues that affect their local areas. If all politics is truly local then may be it is time for national politicians to give a vote of confidence to local councils.

Best wishes

Paul O'Brien, APSE Chief Executive

# All Change!

## Skills for Growth – Birmingham Adult Education Service (BAES) now provide accredited training in project and change management



Organisations across the public and private sectors are facing unprecedented budget cuts. Yet, at the same time, they are being tasked with improving their competitive position and, where necessary, addressing failures in key areas.

Given the scale of the requirements, simply tinkering with the current business may not be enough and could jeopardise performance. Organisations need to embark upon radical change that delivers a

transformation of services. But how can that change be achieved successfully and deliver quantifiable benefits, whilst managing risk? How can organisations ensure they achieve, not only the quick wins required to support initial cost saving goals, but also sustain commitment from within the business? The aim is to ensure long term objectives and associated benefits are achieved, from improved customer services to better employee productivity or a step change in organisational efficiency.

To support this BAES now provide accredited training courses in two leading methods, PRINCE2 and CHAMPS2 that can enhance the project management and business change management skills of the workforce, with the added advantage of formal, internationally recognised qualifications.

### PRINCE2 – Project Management Training

Essentially, project management skills help to structure business change into distinct projects, ensuring they are delivered within agreed timescales, cost tolerances and to an agreed quality standard.

PRINCE2 is a leading project management methodology. The course will provide an insight into project initiation, project planning, monitoring progress and reporting, managing risks, quality assurance, project completion, as well as roles and responsibilities involved in project management.

Training candidates will gain a formal qualification at Foundation or Practitioner level awarded by BCS (British Computer Society).

### CHAMPS2 – Change Management Training

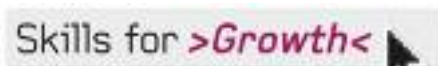
Change management skills help in the holistic redesign of a service, effectively combining changes to business processes, organisation structures/people and technology, by performing tasks at the right time and in the right sequence.

CHAMPS2 is vision led and benefits driven approach to change. The course will cover the entire change journey, starting from visioning, then through service redesign, implementation and the embedding of changes, to finally measuring the achievement of business benefits at the end. During the course, there is particular focus on outcomes and benefits realisation which are both key to ensuring that all changes make a positive difference.

Training candidates will gain a formal qualification at Foundation or Practitioner level awarded by APMG-international.

### Booking a place on a course...

**To find out more about PRINCE2 and CHAMPS2 training, please contact [sameena.asmat@birmingham.gov.uk](mailto:sameena.asmat@birmingham.gov.uk)**



# Park Life, Street Life

***We all know that a good public realm - our parks and pavements - roads and roundabouts - are vital to community wellbeing, but how can behaviour change techniques preserve them for future generations?***

**P**ublic realm plays a very significant role in improving our mental and physical health, our social and cognitive development, and supporting our local economies. However despite improvements in the last few decades, environmental problems like littering and dog fouling continue to blight our footpaths, and present significant costs to society and local councils. In times of plenty these problems have traditionally been dealt with through councils pushing additional resources at the problem; but austerity budgeting has changed the ability for councils to simply do more of the same to maintain our public realm.

With councils less able to respond to these issues, and ensure the public realm is fit for purpose, there is a serious threat to the ongoing environmental quality. Further budget cuts are looming, and we know that the vast majority of council's budgets will be diverted to social care and other critical areas. So whilst no council would want to see dirty streets or barren parks the public realm funding issues could begin to have a critical impact. Indeed APSE's recent state of the market report on parks and public realm found that near to a quarter of councils surveyed were considering closing some parks. This is a frightening and regressive approach which removes a vital tool from public health improvements. With a rising tide of obesity related disease there is arguably a case for more not less parks in the UK.

APSE therefore commissioned research, in partnership with NLGN, to look at alternatives to address the growing pressure on the public realm. Rather than service cuts we questioned whether we could reduce demand in the first place. Whilst other areas of the economy have successfully used behaviour change tools and techniques, such as in health, retail and online technologies local government is somewhat behind the curve. The research set out to find out if adopting behaviour change approaches could help to generate real savings for hard-pressed councils. Rather than picking up after litter louts could littering be successfully prevented in the first place? Whilst the research base acknowledged that councils can of course rely on enforcement action, including fines, we recognised that this is often a costly approach as even more resources are needed to pursue offenders and take action, leading back to the very issue of limited resources. So with this in mind the APSE and NLGN research explored the practicalities of adopting more creative and preventative strategies.

Our research report highlights two approaches that can help councils meet the challenges they face using behaviour change principals. The first of these involves moving from cleaning up after people to preventing littering and other antisocial behaviours from happening in the first place. The second involves embracing, allowing, and encouraging far greater contributions from local people to the upkeep of their local public realm spaces. In practice this means residents treating their surroundings with respect and care, and for councils to be nudging them in this direction.

So what does this mean in practice? The research explored case study authorities in the UK as well as drawing upon lessons from European public realm alongside behaviour change tools and techniques. There are many valuable lessons from the research that will aid our APSE member authorities. For example simple lessons in more thoughtful and careful communications. People do not always react to messages in the way that we might expect. Being told not to do something can have the very opposite effect. However behaviour change studies suggest that we respond to positive reinforcement. A simple example of this is a negative sign 'Keep off the Grass' compared to a positive reinforcement message 'Please Keep to the Path'. Similarly there is strong evidence that our human responses are geared towards being concerned by what others think of our actions; we are designed to conform to social norms. So campaigns that reinforce social norms - such as messaging that says something like '9 out of 10 dog owners

clean up after their dog. Are you the one that doesn't?' which was used in a successful dog-fouling campaign by Wirral Council and Keep Britain Tidy, provide both positive reinforcement and social norming. The campaign led to significant and measurable reductions in dog-fouling incidents in the targeted areas.

Design issues can also impact on behaviour. In Copenhagen salient bin designs proved popular with bright colours and large open tops - researchers found that people don't like to place litter into bin slots as they can't see what is lurking inside and there is a perception that they will be dirty and unhygienic. Copenhagen have also successfully introduced angled bins on cycle routes so cyclists can throw litter into the bins as they are passing; a simple but very effective way to encourage bin use.

There is also behaviour change evidence that people like to be altruistic in environmental matters. Rochford council put this concept to good use in developing bin wraps which advertised charity donations would be given based on the amount of litter placed in the bin. This significantly reduced litter and created a gain for the local charity.

The research also explored user involvement in parks and public realm. Lambeth council developed 'Community Freshview' creating community capacity through volunteering with involvement in weeding, creating planted boxes, painting and tidying areas. This community involvement led to a significant drop in littering as the feeling of community 'ownership' of the park and public realm increased with their participation. The council has an on-going supportive role.

By pioneering and pushing the boundaries of behaviour change approaches, giving practical insight into what can be achieved, and shedding light on lessons learned, we hope that this report will be a timely and effective aid for those councils considering dampening demand through the use of behaviour change tools and techniques. Not every council will find immediate success with behaviour change strategies. Indeed a key findings of the research is the need for trialling different interventions. We also recognise that enforcement on persistent offenders has to remain an option. However we are encouraging councils to be bold. We are not suggesting that cuts to public realm can be simply managed away. Cuts in these services remain deeply damaging. However as an alternative to salami slicing services we need councils to be much more innovative about tackling the demand side of the public services equation.

Paul O'Brien is Chief Executive of APSE

'Park Life; Street Life' is available to purchase at a cost of £20 for APSE members and £40 for non-members. You can order online at [www.apse.org.uk](http://www.apse.org.uk) or by email to Wai Lee on [wlee@apse.org.uk](mailto:wlee@apse.org.uk)



# Barking and Dagenham Council gives generation rent a helping hand

*Cllr Darren Rothwell, explains why it was critical for his local council to help local working people find an affordable place to live*

In Barking and Dagenham we have 18,931 council properties but we also have over 14,000 people on our housing waiting list. Demand is significantly outstripping supply and, although our average house price is considered the lowest in London, at £185,460 it is still eye-wateringly high for many working people in our borough. This means we have a crop of working people who can neither buy a home nor access social housing. Caught in the middle many end up living with their parents with little chance of having the keys to their own front door.

Housing is a top priority for our council but we knew that as well as our commitment to deliver a 1,000 more council properties we needed to do something positive to help 'generation rent' in our area and aim a positive solution at helping our local working people.

Given the state of local government finance we knew that we would need an innovative solution to bring together the investment in the affordable housing sector. We set up a new company 'Reside' which is essentially a special purpose vehicle (SPV) to build the new homes through a 'sale and leaseback' arrangement with a private sector funding partner. Although the SPV is wholly owned by the council we were able to attract development and investment partners with Explore Investments, the investment arm of Laing O'Rourke, using TPFL Regeneration Limited, to manage the delivery of the projects, as well as our institutional asset developer, Long Harbour, who specialise in funding projects whilst leaving the asset ownership with the local authority. This has provided an innovative financial and development arrangement attracting accolades far and wide including an award from The MJ.

We have delivered 477 brand new homes on the eastern end of Thames View and William Street Quarter of our borough and another 144 in the Ice House Quarter in Barking. Housing in the developments is provided at a range of rent levels to suit residents at different income levels, generating a genuinely mixed community to support the economic development of the borough. Reside manages and maintains the homes which are a mixture of 3 and 4 bedroom houses, and 1 and 2 bedroom flats.

The homes are rented out at 50 per cent, 65 per cent and 80 per cent of market rents. That means that if a property has a market rate rent of £800 per month the rent will be £400, £520 and £640 respectively. Three quarters of the properties are let out at the 80 per cent market rate, a small number at 65 per cent, and one fifth at 50 per cent. The 50 per cent homes will be allocated to people on the housing waiting list through the Choice Homes website, along the same lines as council housing. The 65 per cent and 80 per cent rents will only be allocated to working people who can prove they are in employment and we have set an affordability criteria for prospective tenants, which is that they need a household income, after tax, of at least 35 per cent of the rent to ensure we don't end up dropping people into debt. We believe this is a sensible measure to safeguard both the development of the new homes and the individual tenants. The financial

instrument basically means the council underwrites the rents to ensure a return for the long term investment partner so it is necessary for all us to take sensible measures for the long term benefit or all the partners involved, including our tenants.

First priority will be given to employed council tenants, or housing association tenants, living in the borough. Next priority will go to employed people on the housing waiting list, followed by employed residents of the borough. People who have lived in Barking and Dagenham for five years will get priority. As well as the homes in Reside, which are managed and maintained by the Council until eventually becoming part of the council's own stock, we are also set to offer a 65 per cent of market rent option on new houses and flats that we are building directly as a council, including in the estate renewal areas of Leys and Goresbrook Village in Dagenham.

I am delighted by the incredible interest we have seen in the new scheme with more than 1,600 people making enquiries about the scheme since marketing started in July. The first homes will be ready around December this year. And our ambitions go even further. We have plans to eventually develop a further 1,154 new one to four bedroom homes, all with a terrace, garden or balcony. The properties will be available for rent as well as shared and private ownership, and we are determined that these new homes will be much more than just bricks and mortar, offering residents high quality and pleasant places for people to live and raise their families. We are also ensuring our development is integrated with new shops as well as a primary and secondary schools.

As the crunch of right-to-buy hits many council house building schemes under traditional forms of council house building, and further impacts on housing supply through its planned extension to Housing Associations (whether through statutory or voluntary deals with Housing Association providers) our scheme, through a company and our partners, provides an innovative solution which will not ultimately lead to the loss of homes through right to buy; This gives us a longer term strategic approach to ensuring we can increase the supply of homes for rent in our communities.

I believe the Barking and Dagenham model is one which could be repeated elsewhere, and could help to provide many more affordable homes in other parts of the country. It is not only our borough that needs to provide a helping hand to 'generation rent'.

This year marks the 50th anniversary of the formation of our borough following local government reorganisation in London. I hope these new homes will provide a golden jubilee filled with opportunity for our communities and a renewed hope that they can afford to live in a place they call home.

---

Cllr Darren Rodwell is the Leader of Barking and Dagenham

# Zero waste scotland: A household recycling charter



**A**t the recent annual APSE Conference, Zero Waste Scotland announced details of support for Scottish local authorities to help them enhance the recycling and re-use services they offer. Although investment in service changes over recent years have seen huge progress in the move towards achieving Scotland's zero waste ambitions, we're now looking to take a more targeted approach, with support to improve underperforming recycling

and centres, provide extra facilities for re-use, increase opportunities to recycle on the go, and offer improved services to people living in tenements and flats.

We understand that local authorities are doing all they can to meet Scotland's recycling target of 70% by 2025, and we're doing all in we can in return to help them to make a real difference, and hopefully these new opportunities will help to do that. Crucial to meeting our recycling targets is a focus on the importance of quality, as well as quantity, of materials. I was therefore delighted with the recent announcement from the Zero Waste Task Force, a joint initiative between the Scottish Government and COSLA, of plans to develop a household recycling charter.

The charter is intended to make it easier for people to recycle by introducing a more consistent approach to collections and communications across the country. I hope to see household confidence in the recycling system grow as a result, as less confusion about what goes in which bin leads to increased participation and decreased contamination.

The recycling charter follows the introduction of the Waste (Scotland) Regulations, which came into force in January 2014, requiring local authorities to provide a household collection service for key recyclables – plastic, metal, glass, paper, cardboard and food waste. At its core, the recycling charter is intended to help local authorities build on this by working together to improve the quality of recyclable materials in circulation. High quality, clean materials are more likely to find a secure outlet, and a reliable source of these could help to incentivise investment in more reprocessing in Scotland, contributing to the development of a more circular economy. A circular economy, where materials are kept in high value use for as long as possible, has the potential to benefit us all greatly, and the recycling charter is an opportunity to make sure local authorities are part of this transition.

Recent years have seen local authorities play a significant part in transforming the way waste is perceived, and in making initiatives such as the Waste (Scotland) Regulations a real success. The landscape is continuing to change and I would urge all local authorities to ensure they're seizing the opportunities to benefit.

To find out more about the new support Zero Waste Scotland is offering local authorities, visit <http://www.zerowastescotland.org.uk/local-authorities>

Pictured: Iain Gulland, Chief Executive, Zero Waste Scotland

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# Annual seminar: Report back

## *The Ensuring Council: Time to move forward on frontline services*

The APSE annual seminar is the highlight of the APSE year bringing together key note speakers from across local government and its partner organisations as well as exemplar councils throughout the UK.

### **Governance, Devolution, Evolution**

The opening symposium session on 'Governance, Devolution, Evolution' brought together keynote speakers including an opening address by Cllr Arwyn Woolcock, APSE National Chair for 2014-15 which was followed by an objective look at reorganisation in Northern Ireland by Derek McCallan, Chief Executive of NILGA. Neil Barnett, Senior Lecturer in Public Policy from the Faculty of Business at Leeds Business School widened the discussion into the issues of governance and accountability as UK wide devolution issues question the connections between voters and their elected representatives. This was followed by Jon Rae, Director of Resources at the WLGA. Mr Rae explained that although local government within Wales was behind the curve on cuts compared to English authorities they were under no illusions as to the scale of the challenges facing future council budgets within Wales. Dominic MacAskill, Head of Local Government for UNISON Wales, explored the impact of devolutionary settlements and whilst welcoming some aspects he questioned whether these had delivered in financial and employment terms for both local councils in Wales and the Welsh local government workforce, and the wider local government workforce, across the UK.

### **Social justice**

A further theme of the seminar looked at issues of social justice and stewarding the local economic recovery.

Phil Roberts, Corporate Director of Place at the City and County of Swansea explained to delegates how the regeneration of the coastal area, linking the city centre to the coast, was acting as a catalyst to the regeneration not

just of the physical environment but of the local economy. The theme of economic recovery and social justice was further developed by Paul Kane, Employability Services Team Leader at North Lanarkshire Council where the development of an interventionist approach between both public and private employers has led to jobs growth and high quality employment. Alongside the delivery of jobs and economic growth the pressing need to deliver on new social housing as a vital component of social justice was amply addressed by Clive Skidmore, Head of Housing Development at Birmingham City Council who outlined the City's ambitions to deliver up to 80,000 new homes.

### **Entrepreneurial Local Government Services – across the frontline**

Andy Vaughan, Strategic Director, Commercial and Neighbourhood Services, Nottingham City Council was well received by councils looking to develop their own approach to commercialisation of local government services. Andy's presentation included their approach to income generation across services such as highways, the environment and parks services. In addition Nottingham have set up a new energy company under the name of Robin Hood Energy – perhaps a tongue in cheek reference to this new municipal energy company which will be a challenge to the big six on fuel poverty and energy supply prices. In a further example of how council services are developing beyond boundaries Mark King, Head of Street Care, South Gloucestershire Council highlighted how they have set up a 'Handy Van' model which provides day to day repair services to help older people remain in their own homes for longer. This support uses available productivity within the service but more importantly, can reduce adult care costs by preventing people being admitted to more expensive forms of older peoples care. The theme of prevention and entrepreneurialism was continued by David Melvin, Managing Director of Cordia, a Glasgow City Council company, which tied its commercial success into meeting



Derek McCallan



Neil Barnett



Jon Rae



Dominic MacAskill



Phil Roberts



Paul Kane



Clive Skidmore



Andy Vaughan



Mark King



David Melvin

stringent nutritional standards and innovative ways to encourage healthy eating and obesity prevention.

### Local Leadership

Neil Schneider, Chief Executive, of Stockton on Tees Council provided an insight into leadership in an area that suffers from multiple deprivation issues but also has a strong sense of community pride and achievement. For Stockton on Tees their approach is enshrined in the concept of the Ensuring Council exemplified by the council and residents making a video to stand up to a TV 'documentary' which was set to misrepresent the people and spirit of Stockton. The video can be viewed on the APSE YouTube channel. In a similar vein Elma Murray, Chief Executive of North Ayrshire Council gave an impassioned view on the leadership approach to transformation in an area which had much to offer its residents and staff by embracing and empowering both local people and frontline workers.

### Nudge budge reduce

Innovation and demand management were recurring themes exploring how councils can meet growing demand with reduced resources. Launching the findings of APSE / NLGN research, Claire Mansfield of NLGN, looked at the research findings from 'Park Life Street Life; reducing demand in the public realm'. You can read a full article about this new research on page 4 of this edition of **direct news**. Following on from the research launch Toby Blume of Lambeth Council explored how their use of behaviour change techniques had led to better collection rates on council tax and Toby also gave some hints and tips on what every council could do to reduce demand on services by 'nudging' citizens to respond differently. Jon Dyer-Slade, Transformation Head of Service at Southampton City Council, continued the

improvement theme by delving into how Southampton had made significant strides in channel shift approaches with citizens, which had both improved services and saved money.

### High energy in association with Walker Morris LLP

Whilst energy security and affordability is often the subject of national government debate local government is increasingly reflecting on its role in rebalancing the energy markets. David Kilduff, partner at Walker Morris, who are a commercial partner to APSE, outlined the legal powers and options for local councils to address fuel poverty, create jobs and investment and develop income from energy. Mark Bramah, director of APSE Energy, explained how council schemes are developing apace but questioned the merits of recent unplanned changes to subsidies, which had created confusion and frustration in public sector schemes. The energy session also saw the launch of new APSE / Infrangilis Research on Municipal Energy, which explores how councils can get started on the green economy journey and make the most for local communities through renewable energy schemes. Report author Philip Monaghan urged delegates to 'seize the challenge and reap the green rewards'.



David Kilduff



Neil Schneider



Claire Mansfield



Toby Blume



Jon Dyer-Slade



Elma Murray



Jane Hutt AM, the Minister for Finance and Government Business with the Welsh Government addressed the seminar with a keynote speech outlining the vision for local authorities in Wales and urging local councils to take up the opportunity to join in the listening exercise with the Welsh Government to inform the future of local government in Wales.



Philip Monaghan



Mark Bramah

## A message from APSE's incoming National Chair, Councillor Gerry Diver



I was delighted to be elected as APSE national chair by our members and my colleagues on APSE's National Council at our AGM in September. It is a great honour and a privilege to serve an organisation which I hold in the highest regard. My immediate predecessor as National Chair, Councillor Arwyn Woolcock of Neath Port Talbot County Borough Council, and his National Secretary, Martin Nicholls of City of Swansea County Borough Council have both served APSE well. APSE has forged strong links with the academic world under

their guidance and is delivering on its business growth ambitions to expand support to APSE members. I know that these strong foundations will serve me well as we move APSE forward in the coming year.

For my own part I have thought long and hard about our future direction as an organisation. I will be working with my colleagues on National Council, APSE's chief executive and the secretariat team to deliver on three main priorities.

First of all I am determined to push on with APSE's ambitions to become a louder more influential voice on behalf of its local government membership. We need to restate the case for our local councils – but to do this we need to grow our core services to support our ambitions for our local council members.

Secondly, and it is an area I am personally passionate about, I would like our coming research programme to focus on the development of sustainable communities in their broadest sense. I believe that local government is best placed to deliver on local economies, employment, housing and the local environment, by providing the infrastructure, investment and services that facilitate modern, dynamic places to live and work within. APSE's networks represent a broad range of interests and I want our research to have resonance to all of them. We can achieve this through the prism of sustainable communities.

Finally, I want to look outwards as well as inwards. I do not believe that excellence stops at borders. There is much to learn and to share across Europe and beyond. In the coming year I hope we can truly learn and share the innovation and excellence that local councils demonstrate here and build on APSE's representation as a leading voice for municipal governance on an international basis.

I know that I can rely upon the support of our APSE family in the coming year, and I hope that I am able to meet as many of our member authorities as possible at our national and regional events. Together I hope we can begin to reshape the future of our local councils and the communities they serve.

# Service Awards 2015



**“The best in local government services are celebrated here tonight. I am enormously proud of the services our communities enjoy because of your hard work and dedication”**

**Cllr Arwyn Woolcock, APSE National Chair 2014-2015**



North Lanarkshire Council



Oxford City Council



Plymouth City Council

### **Best Employment and Equality Initiative** **Kindly sponsored by UNISON**

- City and County of Swansea
- City of Bradford Metropolitan District Council
- Greater Manchester Fire and Rescue Service
- North Lanarkshire Council
- Stockport Homes
- Stockton-on-Tees Borough Council

Winner: North Lanarkshire Council

### **North Lanarkshire's Working – 5000 into Work**

In February 2012, and in the face of record unemployment levels, North Lanarkshire Council set itself the ambitious target of securing employment for 5000 unemployed residents while supporting local businesses over the next 3 years. The resulting programme, North Lanarkshire's Working Youth Investment Programme, was aimed at all age groups but prioritised securing sustainable employment for young people. By March 2015 this target was exceeded by getting over 5200 unemployed residents into employment.

### **Best Housing, Regeneration or New Build Initiative**

#### **Kindly sponsored by Geason**

- Cherwell District Council
- Glasgow City Council
- Kirklees Council
- North Ayrshire Council
- North Tyneside Council
- Nottingham City Homes
- Oxford City Council
- West Lothian Council

Winner: Oxford City Council

### **Extended HMO Licensing Scheme**

In 2010, Oxford City Council was the first in England to license all privately rented Houses in Multiple Occupation (HMOs). This pioneering scheme has seen thousands of inspections and successful enforcement cases taken place. The result: safer houses, complaints halved and increased

compliance. Innovative approaches evolved to encourage compliance, including offering lower fees, accreditation and 2-year licences to the best landlords, whilst charging noncompliant applicants more. We look to continue the programme's success to further raise HMO standards in Oxford.

### **Best Efficiency and Transformation Initiative**

#### **Kindly sponsored by Walker Morris**

- Aylesbury Vale District Council
- City of Wolverhampton Council
- East Ayrshire Council
- Fife Council
- Greater Manchester Fire and Rescue Service
- Plymouth City Council
- South Gloucestershire Council
- South Staffordshire Council
- Telford and Wrekin Council

Winner: Plymouth City Council

### **The Transformation of Plymouth City Council's Waste Services**

Plymouth's Waste Services have been transformed by embracing co-operative values. Stakeholders have been given opportunities to co-design change and co-produce services, resulting in above-target savings of over £1.5 million over a three year period. At the same time this approach has placed the needs of customers and partners at the centre of provision, leading to improved outcomes and enabling the service to play a key role in promoting social inclusion and supporting others.

### **Best Health and Well-being Initiative (including Social Care)**

#### **Kindly sponsored by UNISON**

- Broxtowe Borough Council
- City of Edinburgh Council
- Devon Partnership NHS Trust / Devon County Council
- East Riding of Yorkshire Council
- London Borough of Havering



East Riding of Yorkshire Council

- Mansfield District Council
- Stockport Metropolitan Borough Council
- Vale of Glamorgan Council
- Waverley Council

Winner: East Riding of Yorkshire Council

### ***Innovatively situating Health and Well-being at the heart of the East Riding Leisure Service***

Driven by rising obesity levels and general inactivity East Riding Leisure has been championing a 'partnership' with East Riding Public Health and the University of Hull. This has resulted in ground-breaking lifestyle change workstreams used in national case studies. The 'partnership' has developed unique customer centric processes consistently making a real difference to people's lives. This winning formula has contributed to improving health and Council Corporate priorities whilst reducing the net cost of the East Riding Leisure Service.

### **Best Partnership Working Initiative (Public / Private Partnership working)**

***Kindly sponsored by UX Energy***

- Cheshire East Council
- City of Edinburgh Council
- City of York Council
- Devon and Somerset Fire and Rescue Service
- Glasgow City Council
- North Ayrshire Council
- Oxford City Council
- Portsmouth City Council
- Sandwell Metropolitan Borough Council

Winner: Glasgow City Council

### **2014 Commonwealth Games Transport Partnership Working**

One of the key elements to delivering 'the best Games ever' was an effective multi-agency transport partnership, which helped move record numbers of people. Early planning of the 2014 Commonwealth Games highlighted the importance of bringing together key transport stakeholders, both public and private sector, to increase co-ordination and



Glasgow City Council



South Staffordshire Council

deliver required improvements to transport services and facilities. This prompted the key transport stakeholders to establish the Transport Programme Board at Oversight Level and the Transport Co-ordination Centre at Theatre Level.

### **Best Partnership Working Initiative (Public / Public Partnership working)** ***Kindly sponsored by Derry City and Strabane District Council***

- City and County of Swansea
- Conwy County Borough Council
- CORMAC Solutions / Cornwall Council
- Dumfries and Galloway Council
- North Ayrshire Council
- Northumberland County Council
- Perth and Kinross Council
- South Northamptonshire Council
- South Staffordshire District Council

Winner: South Staffordshire District Council

### ***i54***

A £0.5 billion development by one of the world's most prestigious brands; hundreds of new, highly skilled jobs in an area hit hardest by the economic recession; and a unique partnership between three councils to deliver change, prosperity and economic hope for the future: this is the story of i54 South Staffordshire.

### **Best Entrepreneurship, Income Generation or Commercialisation Initiative** ***Kindly sponsored by APSE***

- Aylesbury Vale District Council
- Gedling Borough Council
- Nottingham City Council
- Peterborough City Council
- Solihull Metropolitan Borough Council
- Stafford Borough Council
- Warwickshire County Council
- Wrexham County Borough Council

Winner: Warwickshire County Council



Warwickshire County Council



Stockton-on-Tees Borough Council



Aberdeen City Council

### **Franchising of Recycling Centre Re-use Shops**

Warwickshire County Council has competitively 'franchised' the operation of re-use shops at its largely in-house operated household waste recycling centres. As well as raising millions of pounds for charity, the austerity-busting, landmark partnership is providing a sustainable income stream, for the authority as well as diverting thousands of tonnes of material from landfill. Scaling up the Warwickshire re-use shops franchise model to the UK's remaining 1,056 recycling centres would generate an additional £35 million a year for cash-strapped councils.

### **Best Community and Neighbourhood Initiative (including Community Safety)**

#### **Kindly sponsored by Spacehouse**

- Corby Borough Council
- East Renfrewshire Council
- Fermanagh District Council / Fermanagh Policing and Community Safety Partnership
- Leicester City Council
- Mansfield District Council
- Oxfordshire County Council
- Stockton-on-Tees Borough Council
- Waverley Borough Council
- West Dunbartonshire Community Health and Care Partnership

Winner: Stockton-on-Tees Borough Council

### **Psst... Positively Stockton-on-Tees**

When we heard the TV series "Benefits Street" was coming to Stockton we did everything in our power to persuade the producers to turn their attentions elsewhere. We didn't expect that it would paint a balanced picture of life here. Sadly, you can't win them all and filming has gone ahead. So we decided to turn a negative into a positive and launched the "psst..." campaign - confident that if we provided the platform our community would show the other side!

### **Best Innovation or Demand Management Initiative**

#### **Kindly sponsored by Toltec**

- Aberdeen City Council
- Conwy County Borough Council
- Dundee City Council
- Glasgow City Council
- Keep Britain Tidy (on behalf of 17 local authorities)
- London Borough of Tower Hamlets
- Trafford Council

Winner: Aberdeen City Council

### **The Aberdeen Car Club**

Car clubs are not a new idea. However, it is Aberdeen City Council's approach of rolling out the initiative, for the benefit of both Council staff and members of the public, that has demonstrated both demand management and innovation. This model has also proved to be a great platform for Electric Vehicle rollout and is held up as best practice by other local authorities.

### **Best Renewable Energy or Energy Efficiency Initiative**

#### **Kindly sponsored by Walker Morris**

- Aberdeen City Council
- Cornwall Council
- Northumberland County Council
- Oxford City Council
- Peterborough City Council
- Reading Borough Council
- Stockton-on-Tees Borough Council

Winner: Cornwall Council

### **The Green Cornwall Programme**

The Green Cornwall programme was set up by Cornwall Council to provide the leadership to place Cornwall at the forefront of the low carbon agenda. Underpinned by whole area targets which exceed the national 2020 energy and emissions commitments, the programme has already delivered the first publicly owned solar farm, England's largest rural electric vehicle charging network, the UK's first planning framework for community energy, and facilitated more than 470MW of renewable energy generation.



Cornwall Council

Wrexham County Borough Council

North Ayrshire Council

### **Best Service Team of the Year: Construction and Building Service**

***Kindly sponsored by De Montfort University***

- Hull City Council
- North Ayrshire Council
- North Lanarkshire Council
- Nottingham City Council
- Powys County Council
- Wrexham County Borough Council

Winner: Wrexham County Borough Council

### ***The Wrexham BE&ST – Business, Energy and Sustainability Team***

Wrexham Council has developed an innovative BE&ST team (pronounced BEAST) to drive its Business practices, lower Energy costs and embed long term Sustainability across how the organization works. Doing this has meant using best practice to maximize commercial opportunities, focusing on improving wellbeing for households, increasing community benefit and building local economic prosperity.

### **Best Service Team of the Year: Catering Service**

***Kindly sponsored by Visit Swansea***

- Cordia (Services) LLP
- Dumfries and Galloway Council
- Hull City Council
- North Ayrshire Council
- Powys County Council
- Scottish Borders Council
- Stoke on Trent City Council

Winner: North Ayrshire Council

### ***Hub & Spoke project & employee initiatives***

A year ago North Ayrshire Council introduced a cross Council initiative called 'Good to Great'. Three values were put at the centre of this initiative: 'Focus', 'Passion', and 'Inspiration'. Our Catering Services teams' aim this year has been to provide a 'great' service for all our citizens, whilst adhering to these values. We believe that our team has transformed our service, and that some of the initiatives we have introduced

will help us achieve our journey from 'Good' to 'Great'.

### **Best Service Team of the Year: Building Cleaning and Facilities Management Service**

***Kindly sponsored by APSE***

- Gateshead Council
- Liverpool City Council
- Powys County Council
- Stockport Homes
- Tayside Contracts

Winner: Stockport Homes

### ***Stockport Homes Caretaking Services Team***

Stockport Homes Caretaking Services Team has evolved into a modern building cleaning service for nearly 4,000 homes which is at the cutting edge of good practise. It has efficient and customer-oriented staff, progressive managers and high levels of customer satisfaction. In 2014 the service achieved some outstanding results in customer satisfaction.

### **Best Service Team of the Year: Highways, Winter Maintenance and Street Lighting Service**

***Kindly sponsored by MULTIHOOG***

- Clackmannanshire Council
- Falkirk Council
- Glasgow City Council
- Hull City Council / Kingstown Works Ltd
- North Ayrshire Council

Winner: Falkirk Council

### ***Modernising Road Maintenance***

Introducing and embedding asset management principles into everyday operations have allowed the Roads Maintenance Unit to improve performance whilst managing changes caused by staff reductions. It was decided to embrace new technology to aid staff in their roles thereby improving staff morale. With a threat of cuts to staff numbers this has been welcomed. Additionally with the background threat of further cuts due to future financial restraints, staff have been involved and engaged in the changes and provided with feedback on their performance.



Stockport Homes



Falkirk Council



Fife Council

### **Best Service Team of the Year: Transport and Fleet Service**

**Kindly sponsored by DAF Trucks Ltd**

- East Renfrewshire Council
- Fife Council
- North Ayrshire Council
- Oxford City Council
- South Tyneside Council

Winner: Fife Council

### **Improvements in the delivery of Fleet Maintenance & Management**

The Council fleet is a significantly expensive element of local authority's costs in delivering its front line services and in 2012 Fleet Operations challenged what had been historic practices in endeavours to recognise new fleet technology and change historic practices in fleet management and maintenance. The challenge was to change cultures and modernise in ensuring we met sustainability challenges, changing customer requirements and increasing demands on Council budgets.

### **Best Service Team of the Year: Waste Management and Recycling Service**

**Kindly sponsored by Enevo**

- City and County of Swansea
- East Riding of Yorkshire Council
- Nottingham City Council
- Oxford City Council
- Plymouth City Council
- Renfrewshire Council
- Stirling Council
- Warwickshire County Council

Winner: City and County of Swansea

### **Waste and Sustainability**

Corporate Building & Property Services launched its Waste and Sustainability agenda in 2007 to address waste produced at their depots and construction sites. This has led

to significant improvements including cost reductions of £1.4M, 54% reduction in waste produced with 93% of the remaining waste being recycled and the residual 7% going as waste to energy. CB&PS achieved Green Dragon Level 5 in 2010, which they have continued to maintain to date. The department is currently implementing the ISO14001 Standard.

### **Best Service Team of the Year: Street Cleansing and Streetscene Service**

**Kindly sponsored by Big Belly Bins**

- City and County of Swansea
- East Renfrewshire Council
- Hull City Council
- Nottingham City Council
- Oxford City Council

Winner: Nottingham City Council

### **Developing innovative street cleansing services to increase citizen satisfaction whilst tackling budget shortfalls**

At Nottingham City Council we realise the role of councils is changing. Rather than providing traditional Council Services, we focus on providing innovative services to meet the ever changing needs of our citizens, ambitious City and budget. Our street cleansing and street scene service reflects this, providing an integrated approach across our service encompassing street cleaning, education, and enforcement to take our service from good to great, to continually improve citizen satisfaction and keep Nottingham clean, green and safe.

### **Best Service Team of the Year: Parks, Grounds and Horticultural Service**

**Kindly sponsored by AMAZON**

- Birmingham City Council
- East Renfrewshire Council
- London Borough of Richmond upon Thames
- Nottingham City Council
- Oxford City Council
- Wakefield Council
- Wigan Council



City and County of Swansea



Nottingham City Council



London Borough of Richmond upon Thames

Winner: London Borough of Richmond upon Thames

### ***The Parks and Open Spaces Team***

This is a team that in the last few years have transformed a service from average to outstanding, with the key to this success being the team's ability to listen to and work alongside the users in an atmosphere of mutual respect and appreciation. With 94% public satisfaction in the latest survey, a reputation of quality and the desire to continually improve the delivery methods and the outcomes, this team continues not only to lead but inspire the industry.

### **Best Service Team of the Year: Cemetery and Crematorium Service**

***Kindly sponsored by Teleshore Group***

- City of Cardiff Council
- London Borough of Havering
- Nottingham City Council
- Oxford City Council
- Peterborough City Council
- Salford City Council
- South Lanarkshire Council

Winner: Salford City Council

### ***Bereavement Services Transformation***

Salford City Council's Bereavement Services developed a number of initiatives including those to develop its people and the creation of innovative partnerships against a backdrop of delivering a more cost effective service. The

service has been totally redeveloped and relaunched in both an innovative and effective manner with the support of service users, partners and staff.

### **Best Service Team of the Year: Sports, Leisure and Cultural Service**

***Kindly sponsored by CSSC***

- East Riding of Yorkshire Council
- London Borough of Redbridge (VisionRCL)
- Nottingham City Council
- Oxford City Council
- Sheffield City Council
- Stockton-on-Tees Borough Council

Winner: East Riding of Yorkshire Council

### ***East Riding Leisure continually going beyond what customers expect***

East Riding Leisure has nationally recognised innovative customer relationship management processes. Over the last year the Team has taken the service to a new level through a process of demand led transformation encompassing 'partnership working' and lean system thinking. Being close to our customers, placing them at the heart of service delivery and continually going beyond what they expect has substantially reduced the cost of the service whilst increasing income, customers and addressing social needs.



Salford City Council



East Riding of Yorkshire Council

# Overall Council of the Year

## Oxford City Council



### Overall Council of the Year in Service Delivery Finalists

*Kindly sponsored by Cardley Wave*

Aberdeen City Council, City and County of Swansea, East Riding of Yorkshire Council, Glasgow City Council, North Ayrshire Council, Nottingham City Council, Stockton on Tees Borough Council

## APSE would like to thank all sponsors of the Service Awards 2015 for their support





The municipalisation of energy is also about councils taking a lead role in the breakup of a failed energy market monopoly and accelerating the transition to a civic energy future that is greener and cheaper. The German Stadtwerke model, of a municipal owned and run energy company, which bold councils such as Bristol, Nottingham and Peterborough are now starting to do – exemplifies the possibilities for UK councils. For example, Nottingham City Council recently launched its wholly owned and operated company 'Robin Hood Energy Ltd' providing a pathway to better energy prices as well as an investment model which will ultimately return income to the council. Essentially, the Stadtwerke model is about returning to the origins of municipal energy which dates back to the 1800s and the country's first municipal-led gas lamps company in Manchester. In short, this is an APSE call to go 'back to the future'.

- For every £1 invested in renewable energy schemes there is a further £2.90 in casheable benefits
- 17 jobs can be created from every £1 million in energy saving measures on buildings
- Energy efficiency and renewable energy can create 10 times more jobs per unit of electricity generated that fossil fuels and
- The local government sector annual energy bill of £750 million could be reduced by up to half by leveraging in spending power and using readily available and low cost technologies existing buildings.

With a new wave of council entrepreneurs this new report shows that local government has the capacity and capability to integrate municipal energy schemes across key frontline services, from regeneration to housing, from planning to corporate resources, from maintaining public buildings and assets to highways and street lighting, the prism of municipal energy should act as a catalyst to change the way we think about energy production, consumption and supply.

The re-municipalisation of energy is about councils taking a leading role in the breakup of a failed energy market monopoly. Whilst we have tinkered at the edges consumers, including councils as consumers themselves, have continued to get a raw deal. If we truly want to tackle energy security and supply, energy price inflation and carbon in our global economy then we should look no further than the solutions that are there on our local council doorstep.

**'Municipal Energy: Ensuring councils plan, manage and deliver on local energy'** is available to order from APSE at [www.apse.org.uk](http://www.apse.org.uk) or by email to [wlee@apse.org.uk](mailto:wlee@apse.org.uk) priced at £40.00 for non-members reducing to £20.00 for APSE member authorities.



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**Tough on the Streets - Easy on the Environment**

# Report back

## *A round up of APSE advocacy and events on behalf of our members*

Another busy few months for APSE as we report back on recent events and activity across the UK

## England

### Party time

The party conference season saw APSE advocating on behalf of its membership at numerous political party events.

At the Conservative conference in Manchester APSE and NLGN held a fringe event on 'Nudge, Budge, Reduce' launching APSE's latest research publication with a panel of speakers including Local Government Minister, Marcus Jones MP, and Heather Wheeler MP, chair of the all-party parliamentary group on local government. APSE chief executive Paul O'Brien spoke on behalf of APSE with Bruce Holborn speaking on behalf of research partners NLGN.

At the Labour party conference APSE launched 'Park Life, Street Life: Managing demand in the public realm' which brought together a debate on the future of parks and public spaces with Jessica Studdert of the LGA, Cllr Lib Peck, Leader of Lambeth Council, Simon Parker of NLGN and APSE being represented by Paul O'Brien.

APSE also attended an event hosted by the TCPA with Crown Estates at the Conservative Conference to discuss planning and housing issues and what changes are needed to bring about solutions to the UK's housing crisis. This followed on from APSE and TCPA research 'Housing the Nation'.

### Building blocks to better housing and construction services

APSE's annual housing and building seminar took place at the Leeds Marriott in October with speakers from across the industry including TCPA Chief Executive Kate Henderson, and Claire Coutinho, Programme Director, Housing and Finance Institute. Kate and Claire were joined by speakers from APSE member councils and housing providers to debate both strategic and operational issues for the sector. The seminar also hosted the sectors apprentice awards. See page 27 for details. Seminar presentations can be downloaded at the APSE website events page. Go to 'past seminars' to download.

### A learning environment

APSE's annual environmental services seminar took place at Ettington Chase Stratford upon Avon with contributions from WRAP, the HSE, CIWM, and route optimisation specialists Webaspx. The seminar received a key note address from acclaimed global commentator on public health issues Dr William Bird, of Intelligent Health, whose work is supporting the vital role of public realm and parks on health and well-being. Presentations from the seminar are available on the APSE website at 'events' and 'past seminars' where you can download the presentations. You can also see the APSE Environmental apprentice award winners and finalists on page 27.

### The beautiful south

Parks, it is often said, are the lungs of the city and where better to discuss the value of Parks than in the City of London Corporation which kindly hosted the APSE south and south west Parks and Open Spaces Seminar 2015. Sue Ireland of the City of London Corporation addressed delegates alongside Wayne Priestley of APSE, with Nick Grayson of Birmingham City Council sharing information on the city's Biophilic project and Emma Phillimore of DEFRA, who explained the national pollinator strategy to delegates.

### School meal ticket

Following the May election the all-party parliamentary group (APPG) on school meals has been re-established and once again APSE will be providing secretariat support to the group, which involves calling industry speakers to sessions, providing evidence and suggestions for issues that the APPG may wish to consider in informing their work. The group will continue to be supported by Rob Bailey, APSE's principal advisor for FM services. rbailey@apse.org.uk

### The sun is not shining on solar subsidies

APSE has written on behalf of its APSE Energy members to the FITS review team at the Department of Energy and Climate Change expressing its disappointment at the proposals to revise generation tariff rates for renewable energy schemes. APSE has contended that the reduction in tariff rates of up to 87% will reduce the take up of solar PV particularly in the domestic sector and the changes risk undermining

the business case for innovative councils planning to invest in schemes, as well as undermining consumer and business confidence in renewable energy.

## The UX Factor

APSE Energy commercial partners UX Energy Services were welcomed to APSE by John Harrison, Corporate Director of Resources at Peterborough City Council at the Nextgen Expo renewables exhibition which was held at Stoneleigh Park, Warwickshire on the 7-8 October. Alastair Harris the Chief Executive Officer of UX Energy Services received the APSE Energy Commercial Partner Certification on behalf of UX Energy from John Harrison.

## Trading energy

APSE Energy took part in the Solar Power UK trade show which took place at the NEC Birmingham on the 13-15 October in association with the Renewable Energy Association and the BRE National Solar Centre at the Solar Power U.K. trade show. APSE Energy also ran a local authority seminar on solar PV which was attended by over 70 delegates. For more information about APSE Energy contact Mark Bramah email [energy@apse.org.uk](mailto:energy@apse.org.uk)

## The future of Parks

APSE is a joint signatory to a letter calling upon Clive Betts MP, as chair of the Parliamentary Communities and Local Government Committee, to investigate the future of parks. As budget cuts squeeze services a number of interested parties, including APSE, are concerned that Parks are at risk of neglect or closure (a fact supported by APSE's recent state of the market report into parks, which found that up to a quarter of all councils are considering closing some parks to make savings!).

## Please Sir may I have some more?

An open letter to the Sunday Times featured APSE alongside other signatories calling on the Government to clarify its intentions on the future of universal infant free school meals. Although the Prime Minister has tacitly rejected suggestions that the UIFSM would be cut or reduced in the upcoming Autumn statement details are still unclear. APSE member council's catering services, who provide school meals, have invested both time and money in developing the service to ensure all eligible children get the opportunity to receive a hot nutritious lunch but if funding is cut the progress made could be irreversibly damaged.



APSE Chief Executive Paul O'Brien, with Heather Wheeler MP and Minister Marcus Jones MP at the Conservative Party Conference



Louise Melville with Stewart Hosie MP, SNP Deputy Leader, at the SNP conference  
APSE promotes its housing research with Kelvin Hopkins MP



APSE National Chair Cllr Gerry Diver with Leader of the Labour Party Jeremy Corbyn, MP



Full house at APSE's SNP fringe in Aberdeen on the contribution of councillors

## Wales

### Wales environment

The APSE Wales environment, highways and street lighting services advisory group took place in October with speakers including Professor Robert Lark, Dean of Education and Students, College of Physical Sciences and Engineering, Cardiff University who has been instrumental in developing a self-healing material for roads and other surfaces speaking alongside Robert Vaughan of Natural Resources Wales who addressed delegates on sustainable urban drainage systems. For details of future free advisory groups in Wales contact Wayne Priestley on [wpriestley@apse.org.uk](mailto:wpriestley@apse.org.uk)

### APSE Wales supporting its' members through the changes

APSE Wales has commissioned Professor Colin Copus of De Montfort University to work on a new piece of research to explore the momentous series of changes proposed in the way local authorities in Wales may be asked to operate in the coming years. This research stream will explore issues of practical impact such as 'is bigger always better?', alongside governance and accountability issues.

## Scotland

### SNP conference 2015

The SNP conference saw APSE address a packed fringe event with Kevin Stewart MSP speaking alongside Professor Steven Griggs of De Montfort University and Paul O'Brien of APSE debating the role of local councillors. Recent research by APSE and De Montfort University asked local councillors to keep a diary of

their activities demonstrating the commitment of local councillors to causes and people within their local communities. The full research report will be published in the coming months. APSE also used the conference as an opportunity to showcase its latest research publications to delegates.

### 'Elf and safety

Hamilton Townhouse will be the scene for the APSE Health and Safety Seminar on the 19 November 2015. Speakers from across local authority specialist areas, will consider operational, as well as strategic issues, for all services, which have to demonstrate their duty of care to the health safety and well-being of the public and their employees. For more details see the APSE website or contact Louise Melville on [lmelville@apse.org.uk](mailto:lmelville@apse.org.uk)

## Northern Ireland

### Taking the PIFS

Northern Ireland has seen widespread upheaval as councils settle into their new structures following reorganisation. With a new Local Government Act in Northern Ireland which, amongst other things focusses on Performance Improvement APSE has launched a series of free performance improvements forums. The PIFs are designed to help APSE members in Northern Ireland understand the core requirements of the Act, how to demonstrate tangible performance improvements and access performance improvement tools such as APSE performance networks. To access a PIF which APSE will be taking over the coming months to different areas within Northern Ireland contact Phil Brennan on [pbrennan@apse.org.uk](mailto:pbrennan@apse.org.uk)



### Ethical Consultancy and Supported Interims

APSE Solutions is your in-house provider of consultancy and interim managers. APSE Solutions operates within the ethical framework of APSE with a clear mission - to offer expertise and support at affordable rates to APSE member authorities. All surpluses generated go straight back into APSE membership services to the benefit of all. The service can support operational and strategic level reviews, options appraisals and implementation of change across the full range of local government services through an in-house team complemented by a wider talent pool made up of hundreds of specially vetted associates.

Solutions is also able to supply interim managers at very competitive rates but with the added value of the support that only APSE can provide. No other organisation has full access to nearly 2 decades of multi-service benchmarking data and no other organisation is able to draw on the expertise of the vast APSE practitioner networks. So next time you need some help why not give us a go? For a no obligation discussion please give Andy Mudd or one of the Solutions team a call at APSE on 0161 772 1810 or email our client liaison team member Emma Taylor on [etaylor@apse.org.uk](mailto:etaylor@apse.org.uk)

# Bolton County Council Team up with Lumicom for Latest Lighting

***Bolton Council has teamed up with recycling specialist Lumicom to replace 27,000 sodium street lights with more energy and cost efficient LED lights over a three year period.***



**B**olton Council explored a variety of different lighting technologies to find a replacement for its current street lighting in order to reduce energy consumption without illumination being seriously impacted.

The council's three year LED replacement project offers a significant reduction in energy and maintenance costs, an increase in life expectancy plus a crisper, cleaner and natural white light output. In addition to this, the new LED lights which are being installed can last up for up to 100,000 hours or 25 years.

Bolton Council's Principal Lighting Engineer, Paul Worthington, said: "Our first task was to retro-fit all our existing high wattage SONs with the new technology available, which covers all the A and B Road classifications and that has been done over the last three years. However, our latest initiative is to replace all residential lighting, which consists of around 27,000 existing street lights - of which a majority are sodium yellow - over a three year period with more efficient LEDs. The energy savings gained by installing the new LEDs clearly outweigh the cost of implementing the project. More importantly we will adopt the 'the right light in the right place at the right time' concept."

Worthington continued: "The environmentally friendly, energy efficient luminaires we are using are forecasted to save the council up to £0.7m a year, £14m over 20 years, and reduce energy use by around 50 per cent, in addition to reducing carbon emissions."

Whilst implementing the new LED scheme, Bolton Council has also adopted a challenging carbon reduction scheme and strict recycling targets, calling on the expertise of Lumicom to assist them in keeping in line with the latest WEEE Directives to ensure that all old luminaires are disposed of in accordance with Environment Agency regulations.

Lumicom is a not-for-profit recycling company, which specialises in lighting and is responsible for recycling an estimated 95 per cent of all of the luminaires going through recycling systems in the UK.

Responsibility for disposal of the luminaire lies with the producer (manufacturer/distributor) of the replacement lighting when replacing light fittings installed before August 2005, and with the producer of the discarded waste if it was installed after this date.

All producers must be members of a compliance scheme. If there are several producers involved, collection can be a logistical

nightmare but for members, like Bolton Council, Lumicom will accept the responsibility for the disposal of all luminaires associated with this vital project.

The working partnership with Lumicom is very straightforward. The depot keeps a stock of Lumicom's recycling bags, which take up much less room than a conventional skip. The council's depot has a 6 sq. metre area dedicated to the recycling of retro-fit luminaires.

The depot can contain up to 36 of Lumicom's recycling bags and has the capacity to hold up to 720 units. Each recycling bag can hold between 15 to 20 lighting units and when around 30 bags have been filled, a call to Lumicom's HQ prompts a quick and easy pick up of the WEEE for disposal. This is currently at a frequency of twice a week at Bolton.

The bags are then collected by Lumicom's specifically designed trucks and thanks to the remotely operated hydraulic lift arm and claw, the bags are lifted with no additional help from depot staff and put in the back of the vehicle.

As well as being a quick and extremely efficient collection scheme, this fast turn-around prepares the bags for return to the site point of collection immediately, ready for the next round of bags to be recycled.

Lumicom's trucks incorporate an advanced electronic digital weighing system so, on collection from the Bolton site, the depot will be advised of the exact weight of the waste that has been removed and will receive an immediate waste collection note. Once the note has been received, Bolton put this data through the tonnage savings figures that are being built into the council's carbon reduction project.

Paul Worthington said: "Based on our data, we are aware that we can save an additional 170 tonnes through the recycling of the existing old lanterns through the Lumicom WEEE Registered Scheme. We are confident that we are meeting our legislation commitments without compromising our sustainable developments.

The benefit of this partnership is the simple, yet assured way that our old stock is recycled in line with WEEE legislation and regulations, by an authorised company. This gives us confidence that we are meeting legislation without compromising our sustainable development."

# Keep in touch with local authority suppliers...

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# Move over Lord Sugar...

## It's the APSE Apprentices

**A**PSE has always been a proud supporter of apprenticeships and our Autumn seminars have become a traditional way in which we congratulate both the local councils operating apprenticeship schemes and the great people who have committed to an apprenticeship programme.

Council run schemes are amongst the best in the UK with dedicated schemes of training, development and mentoring combining both technical qualifications and on the job experience.

So huge congratulations to our finalists and winners.

### **Housing and Construction Apprentices of the Year**

The finalists in the APSE housing and construction female apprentice of the year kindly sponsored by Kingstown Works Limited :-

- Emily Whitecross, East Lothian Council
- Olivia Hall, Leeds City Council
- Rachel Shorter, Berneslai Homes
- Holly Carter, Kirklees Metropolitan Borough Council
- Dionne Flemming, Leeds City Council

**Winner: Emily Whitecross – East Lothian – Female apprentice of the year**

The finalists in the APSE housing and construction Building skills apprentice of the year kindly sponsored by Ucatt

- Daniel Webster, Aberdeen City Council
- Warren Hill, Dumfries and Galloway Council
- Alastair Mclean, Fife Council
- Andrew Brown, North Ayrshire council
- Riley O'Sullivan, St Ledger Homes
- Sean Grey, City and County of Swansea

**Winner: Riley O'Sullivan, St Ledger Homes (first person to retain an apprentice of year award!)**

The finalists in the APSE housing and construction mechanical and electrical skills apprentice of the year kindly sponsored by CMS windows:-

- Graeme Baird, Aberdeen City Council
- Daniel Keenan, Bradford Metropolitan District Council
- Allan Campbell, East Dunbartonshire Council
- Ryan Gagg, Kingstown Works Ltd
- Joe Hockings, South Tyneside Homes

**Winner: Ryan Gagg, Kingstown Works Ltd**

The finalists in the APSE housing and construction professional / technical apprentice of the year:-

- Dan Crossley, Berneslai Homes
- Scott Findlay, Dundee City Council
- Derry Lever, Fife Council
- Mitchell Galloway, Newcastle City Council

**Winner: Mitchell Galloway, Newcastle City Council**



*The Environment and Transport Apprentices of the Year winners*

### **The Environment and Transport Apprentice of the Year.**

The finalists in the APSE horticulture apprentice of the year kindly sponsored by Lantra:

- Ross Gallacher, Glasgow City Council
- Joshua Hanson, Kirklees Metropolitan Borough Council
- Jack McKelvie, North Lanarkshire Council
- Sasha Fraser, Oxford City Council
- Jordan Rhind, West Lothian Council

**Winner: Sasha Fraser, Oxford City Council**

The finalists in the APSE transport and vehicle maintenance apprentice of the year

- Joe Greatorex, Derbyshire County Council
- Adam Wallace, Fife Council
- Frank Hyatt, London Borough of Redbridge Council
- Anthony Joannides, Wakefield Metropolitan Borough Council

**Winner: Adam Wallace, Fife Council**



*Housing and Construction Apprentices of the Year winners*

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