



direct news

Association for Public Service Excellence • September/October 2016 • ISSN 16465-2493

Meals on wheels

National Association of
Care Catering
Page 6

Annual seminar report back

Page 8 - 10

Positioning on expertise

Rene Power, Vision B2B
Pages 20-21

APSE service award Finalists and winners 2016

Pages 12-19

Celebrating excellence at the APSE Service Awards 2016



The only practical tool to realistically assess & support ongoing reduction of HAVS risk



HAVWEAR

Personal HAVS Protection

- Supports behavioural change towards HAVS risks.
- Sensory personal exposure threshold alerts.
- Safeguard employers and legal compliance.
- Tracks tool exposure risk & performance.
- Calculates HAVS risk exposure points.



For further information call 0131 221 0920
www.reactec.com info@reactec.com

REACTEC

INFORM PROTECT DEPLOY

Contents

September /October edition

Contents and editorial	3
Taking APSE's aim of 'Promoting Excellence' to the screen	4
Meals on wheels - more than just a meal <i>The National Association of Care Caterers</i>	6
Annual seminar report back <i>Seminar report back</i>	8
A message from the APSE National Chair <i>Cllr Van Coulter</i>	11
APSE Service awards 2016 <i>A round up of finalists and winners</i>	12
Positioning on expertise (and taking business personally) <i>Rene Power, Vision B2B</i>	20
Welsh local government reorganisation: facts before myths <i>APSE Wales</i>	22
APSE Training - collect your CPD points here! <i>Jan Kennedy, APSE</i>	24
The engine of the council? Evaluating frontline productivity in local government <i>APSE Performance Networks</i>	26
Report Back <i>A round up of APSE advocacy and events in September and October</i>	28
APSE Energy partners with Robin Hood Energy <i>APSE Energy and Robin Hood Energy</i>	30
Looking to make Oxford 'smarter' <i>Cllr Van Coulter, Oxford City Council</i>	31

To advertise in the next edition of direct news, please contact Matt Paton at Spacehouse on 01625 614000, or email m.paton@spacehouse.co.uk

APSE Direct News is published by

Association for Public Service Excellence

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

telephone: 0161 772 1810

fax: 0161 772 1811

email: enquiries@apse.org.uk

web: www.apse.org.uk



Editorial

Celebrating excellence is worthwhile!

It is quite amazing how quickly time passes. For APSE a key date in our calendar which chucks up the end of summer, and entering into Autumn, is the APSE Service Awards. It is an occasion which we set aside each year to celebrate the achievements of the often unsung heroes of local services.

Behind the scenes of local government there is an army, albeit a reduced one, of directors, heads of service, middle managers, supervisors, frontline service workers and councillors who live and breathe local government. The hours are long and often councils can end up on the wrong end of bad press. From Mrs Jones' missed bin, to little Jonny falling over his own feet in the local park (and that's the 'council's fault' of course!), it would be easy to be cowed and avoid celebrating excellence. However, it is absolutely essential that we challenge the negative narrative.

Through celebrating excellence, we are sending a message to our valued local government workforce and elected members that we do actually recognise the efforts that people make – most often above and beyond the call of duty.

Most management gurus recognise business practices need to be applied in different ways and in different sectors. However, one area where the private sector is very good, and which we are not, is trumpeting what they do well and not being afraid to show it. So this is clearly an area where we should and could do more. We need to shout about how good we are at delivering complex services to varied communities in all weathers, and often day and night.

That is why I believe celebrating excellence is so worthwhile. I commend to you all our wonderful finalists and indeed winners that you can see in this edition of Direct News.

Paul O'Brien, Chief executive



Taking APSE's aim of 'Promoting Excellence' to the screen!

A unique opportunity for APSE to partner with ITN Productions has resulted in an exciting collaborative programme that explores the future of frontline local government services.

Promoting Excellence is an hour-long news programme that keenly examines the role local authorities play in building sustainable communities. Despite being at the heart of communities across the country, the way in which local authorities' services are funded and delivered is now in constant flux. To support councils, APSE have been searching for new initiatives that are helping councils to do more with less. In this search, promoting innovation and excellence across the UK has been key.

Drawing upon ITN's 60-year heritage and expertise in storytelling, Promoting Excellence aims to create a greater understanding of the processes, problems and solutions

within a large number of frontline services. The objective of this programme is to heighten awareness among policy makers, politicians and the wider sector about the forward thinking initiatives across the UK, which help shape the future of local government and the communities it serves.

Opening the programme and setting the scene, APSE Chief Executive Paul O'Brien and Corporate Director of Nottingham City Council Andy Vaughan discuss the new economic environment within local government with renowned television presenter Natasha Kaplinsky. They highlight the challenges that councils currently face and ways in which local authorities can survive rapidly reducing budgets.

The programme contains two episodes entitled Local Heroes that develop a more in-depth look at how local authorities are reinvigorating frontline services. Not only do these episodes contain the insights of Professor Steven Griggs of De Montfort University, they also feature Lancaster City Council and Liverpool City Council – both of which have recently faced substantial cost cuts that have affected their services.

Also in the programme, we hear from a number of leading industry experts on ways that councils can cut their cuts and reinvigorate their services. These include; Charis Grants, who specialise in welfare solutions; Egbert Taylor Group, who deal with innovative waste management solutions; NSL, who deliver customer experiences in health, central and local government; Reactec, who work with employers to reduce Hand Arm Vibration in employees; Scape Group, a public sector owned built environment specialist; and UX Energy Services, providers of energy procurement, risk management, renewable energy, carbon management and compliance services.

Watch Promoting Excellence now on the APSE website – click Research, then Promoting Excellence.

It is available as an hour-long programme or in 9 short episodes.

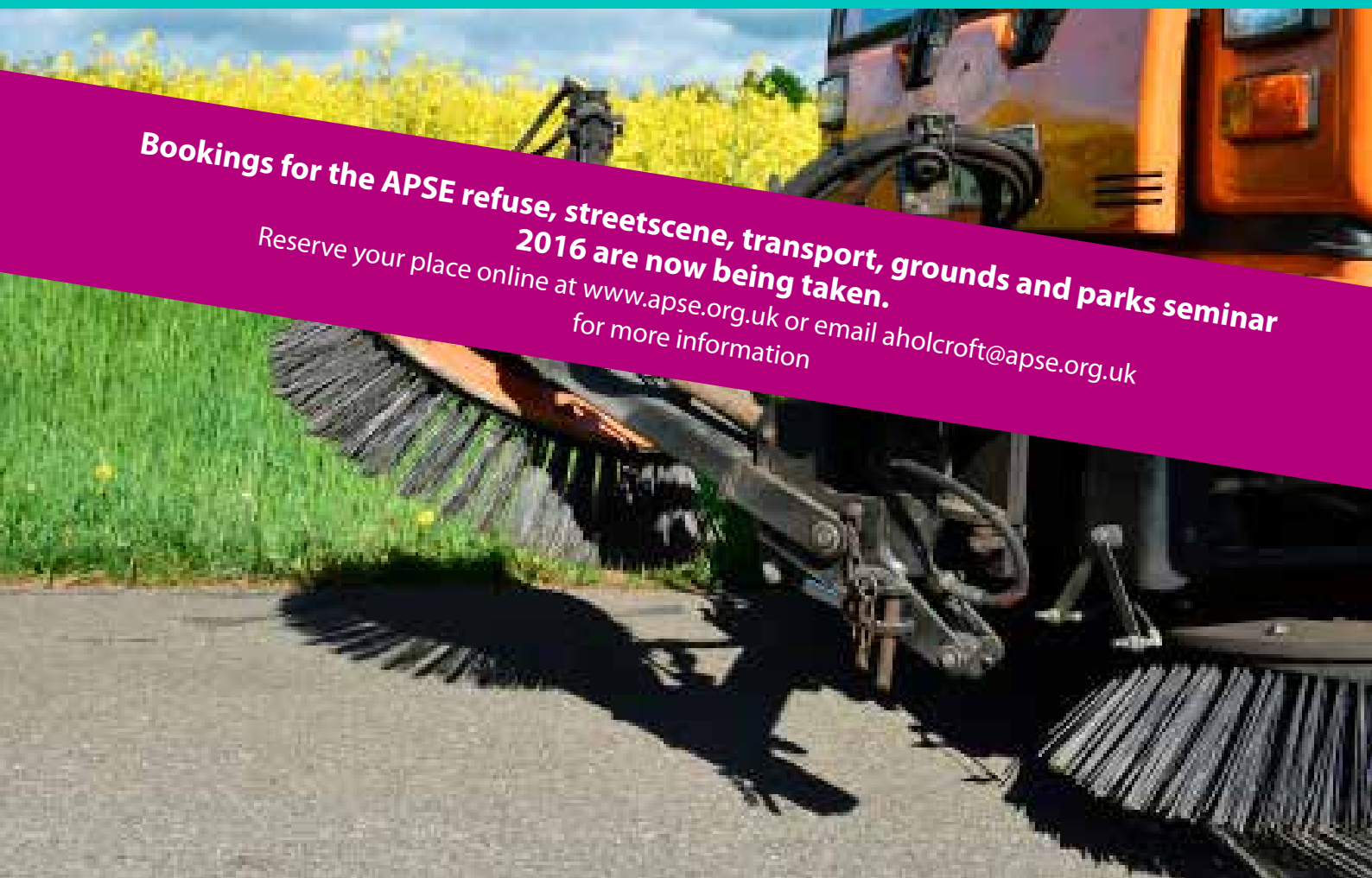


APSE refuse, streetscene, transport, grounds and parks seminar 2016

Ettington Chase hotel, Stratford-Upon-Avon, 9-10 November 2016

apse

Bookings for the APSE refuse, streetscene, transport, grounds and parks seminar 2016 are now being taken.
Reserve your place online at www.apse.org.uk or email aholcroft@apse.org.uk for more information



Meals on Wheels - more than just a meal

We spoke to the NACC, who are promoting the advantages of preventative services like Meals on Wheels

Meals on Wheels is a great British institution. It was originally set up in 1943 to deliver meals to individuals at home unable to purchase or prepare their own. Today, the service is as vital and valid as ever – and, as our older population continues to grow, you could argue that is now even more important.

It, quite simply, enables the elderly and vulnerable to live independently in their homes for longer. It keeps them nourished and hydrated with a nutritious daily meal (in many cases the only one they will have each day), and provides an essential preventative service that reduces costly malnutrition-related admissions to hospital that are adding to the terrible strain on the NHS.

For the majority of service users, Meals on Wheels is so much more than just a meal. It is a social lifeline that eases the devastating effects of isolation and loneliness. The delivery of a meal brings regular human contact, which for many may be the only interaction they enjoy. It also provides much-needed wellbeing and safety checks, again, crucial for those that may not see anyone else during the day.

The National Association of Care Catering (NACC) is a committed champion of the value of the service. Through year-round campaigning and its annual Meals on Wheels Week national event, it works tirelessly to raise awareness, from Government through to the general public, of its crucial role in the community and as part of the wider social care provision. It is dedicated to preventing service reductions and closures, as well as improving standards.

Contrary to popular belief, Meals on Wheels is not a statutory service protected by law, and it, and those it serves, have been victims of ongoing local authority budget cuts.

During Meals on Wheels Week 2014, the NACC's research of 211 UK top-tier councils exposed the fragility of the service in times of austerity. It found that a third no longer provided a service and 51% expected to see further reductions in the year ahead.

Two years on and the NACC has collaborated with the Association for Public Service Excellence to repeat and evolve this important research, and discover if this worrying trend of cuts and closures has continued as budgets remain under pressure.

The results will be released during Meals on Wheels Week

2016 (7-11 November) and are sure to make interesting reading. Have service cuts continued as a short-term financial solution? Have local authorities realised the benefits of the preventative service and rethought their money-saving strategies and even reinstated services? And, what impact has Brexit and the warning of further recession had?

Neel Radia, national chair, NACC, comments: "Meals and Wheels services across the UK have suffered terribly at the hands of austerity measures. Cutting services has become the short-term solution to a much wider economic issue. But, it's a short-sighted solution as the long-term impact, such as the increased pressure on the NHS due to malnutrition-related illnesses, costs the country significantly more.

"Removing this valuable service is also detrimental to the mental and emotional wellbeing of the elderly relying on the service. Loneliness and isolation is a genuine issue amongst the older population and removing social services, such as meals on wheels, will escalate this. It's awful to think that it could one day be our parents, grandparents, or even ourselves, that go days on end without interacting with another person.

"Whilst it remains a non-statutory service, Meals on Wheels will always be under threat of wider political and financial influences. And, the NACC will not waver in its mission to raise awareness of its genuine social and economic benefits and protect the service for future generations."

The NACC is calling on industry colleagues to also show their support by wearing its 'I'm supporting meals on wheels' badges.

Badges are priced just £2 each and are available at www.thenacc.co.uk/shop/mealsonwheelspinbadge - be sure to get yours today!



The Road to Partnership: Hatton Traffic Management Ltd are the latest APSE Approved Partners

We are delighted to welcome Hatton Traffic Management Limited into the APSE family as our newest Approved Partner!

Founded in 1976, Hatton have grown to become a trusted market leader in the provision of traffic management solutions. They work with a number of public and private clients across the UK. Through this partnership, their aim is to help local authorities provide a safe, reliable and innovative service to industry sectors that may require traffic and event management.

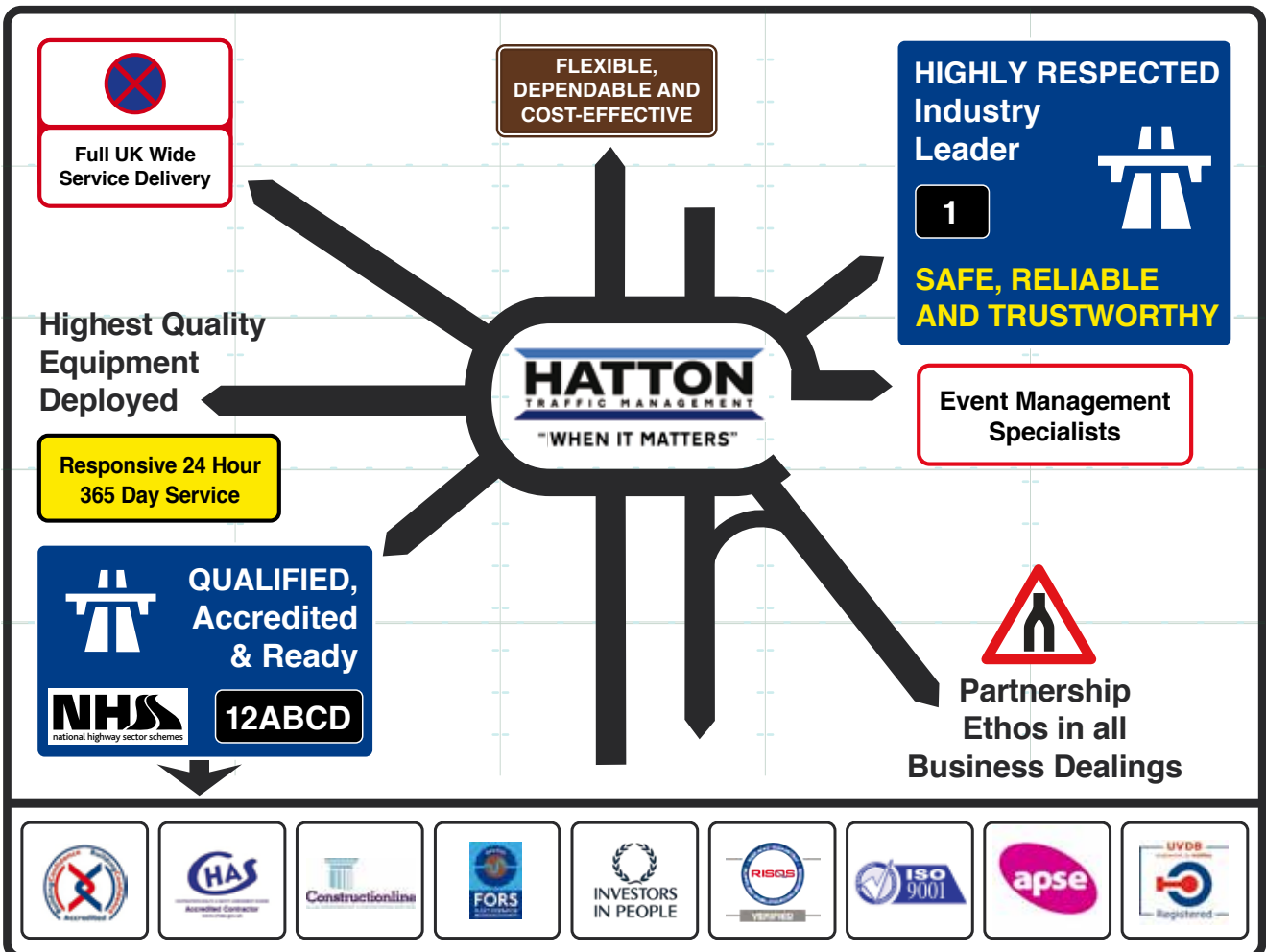
Hatton provide expert services on both street works and high-speed traffic management. These services include specialised temporary traffic management, in accordance with the nationally recognised highways sector schemes, street works, alongside additional specialist knowledge of the motorway network both at a local and national level. They also offer Event Traffic Management, having worked at high profile events across the UK. This includes advising, designing, building and removing all aspects of event traffic management, leaving the client to focus on the success of the event.

Hatton will be speaking at future APSE Advisory Groups, as well as attending other relevant APSE seminars and events.

APSE Principal Advisor Rob Bailey said, "this is an excellent company that can help local authorities to manage a wide array of traffic management systems. Their expertise and service-specific knowledge is invaluable to APSE members, and I'm sure you'll join me in warmly welcoming them to future events and Advisory Groups."

APSE Chief Executive Paul O'Brien said, "Hatton have continually supported APSE in the past by attending events and speaking to our members. It is great to now have them on board as Approved Partners. I look forward to their continuing support and even greater involvement with the APSE membership. Welcome, Hatton!"

Hatton's UK Operations Manager, Alastair Smith said "We are delighted to have been selected as an approved partner of APSE. Having dealt with APSE for many years, I am excited at the prospect of showcasing the quality and innovative business model, coupled with the savings and partnership potential Hatton Traffic Management can bring to the Local Government market."



Contact Hatton Traffic Management Limited for all your traffic management needs anywhere in the UK. Visit our website; www.hattontraffic.co.uk or contact our Head Office at; Unit10b, Brunswick Industrial Estate, Newcastle Upon Tyne, NE13 7BA. Telephone; 0191 2368060

Annual seminar report back

Didn't manage to make this year's annual seminar? We've put together a quick look at all our brilliant and inspiring speakers, and their views on how local government can continue to develop and grow despite the cuts.

Unsurprisingly, the APSE office seems a lot calmer this side of our annual seminar 2016, the highlight of the APSE year – though no less busy. We've enjoyed an informative two-day event, and are now contemplating the speakers' presentations and ideas that were discussed. So, though the organisational work is finished, APSE staff are still busy using the seminar to open conversations about the many ways local authorities can achieve excellence in their frontline services.

The seminar itself was split between two days; the first focused on the problems facing local government, and worked to highlight ongoing and upcoming issues for the delegates. Following from that, the second day presented solutions to these issues by showcasing new, innovative ideas, and offering case studies that local government can learn from.

The Local Government Challenge: A picture from across the UK

The first panel of the seminar set out to paint a picture of the challenges and opportunities facing local authorities across the UK. First up was Sally Loudon, Chief Executive of the Convention of Scottish Local Authorities (COSLA), who highlighted how Scotland is responding to the challenges that local authorities there face. After Sally, Derek McCallan, Chief Executive of Northern Ireland Local Government Association (NILGA), presented the unique issues facing Northern Ireland, and presented delegates with ten 'Specific Asks' which highlight a new way forward. Jon Rae, Director of Resources, Welsh Local Government Association (WLGA), presented the challenges and opportunities that Wales is currently facing, including a close look at local government reform. Meanwhile, Cllr

Robert Light from the Local Government Association (LGA) spoke about local government in England and the prospect of devolution.

Funding the frontline

Speakers in the second panel went on to expand the issue of funding and sustainability, touched upon in the first panel, to the forefront. The first speaker, Dr Peter Kenway from the New Policy Institute, honed in on the sustainability of local government, and what is needed for reform. Chief Executive of APSE Paul O'Brien then went on to highlight the impact of dwindling funding on liveability and neighbourhood services, such as those frontline services that delegates currently deliver. His presentation included five ways in which liveability services can be sustained. After Paul, we heard from Professor Steven Griggs, De Montfort University, who raised his own concerns about localism and drew upon academic research to do so.

Tackling the big issues

Elizabeth Wood, Director, Walker Morris, kicked off the third panel with her talk that looked at ways in which councils can meet the housing need with a focus on the legal aspect. After Elizabeth, Richard Bradley, Head of City Clean and City Parks, Brighton & Hove District Council, presented the challenges he faces in Brighton and Hove, specifically in terms of waste and recycling in such a large and popular city. Craig Hatton, Executive Director of Place at North Ayrshire Council, developed the conversation on localism by showing how North Ayrshire is tackling poverty and distributing resources to ensure all communities get the services they need. Our final panellist of the day, Claire Mansfield, Head of Research at



Sally Loudon



Derek McCallan



Jon Roe



Cllr Robert Light



Dr Peter Kenway



Paul O'Brien



Prof Steve Griggs



Elizabeth Wood



Richard Bradley



Craig Hatton

the New Local Government Network (NLGN), discussed ways of developing employability support in those areas that need it the most.

An international perspective on local and municipal government

In the first session of the seminar's second day, we welcomed Luc De Rooms from Provincie Antwerpen, Belgium, who offered an international perspective on local government. He specifically showcased new, innovative solutions to the growing problems of litter and encouraging recycling in Antwerp. We then heard from the Chief Executive of Derry City and Strabane District Council John Kelpie, who discussed the challenges and opportunities that his authority faces as a result of its close proximity to the Republic of Ireland. He explained that many people working in Derry/Londonderry actually live across the border and that local councils must work together to overcome the issues that may rise as a result of Brexit. He also discussed the positive impact of Derry/Londonderry's status as a City of Culture. Meanwhile, Cllr Tom Beattie from the European Centre of Employers and Enterprises providing Public Services (CEEP), spoke about the impact that leaving the EU may have on the UK's local authorities, and ways in which we can minimise the negative effects.

Finding the money for the big issues!

This session focused on different ways that councils can generate money, which can then go back into their services. David Bentley from the Chartered Institute of Public Finance and Accountancy (CIPFA) discussed ways that local authorities can use their assets for income generation, covering key areas such as developing a strategy, the parameters of investments, and managing the risks. Next, we heard from Tim Sadler, Executive Director of Community Services, Oxford City Council, who described Oxford's journey to income generation. The city focused on investing for the future, rather than cutting services, which has been very successful for them; last year they won APSE's prestigious Overall Council of the Year Award. After Tim, we heard from Gail Scholes and Jo Gilbert, both from Robin Hood Energy, Nottingham City Council, who spoke about Robin Hood Energy's successes as the not-for-profit company celebrated its first full year in business. They also discussed some of the plans to develop the company in Year 2.

Demand management and performance improvement

Our next session of the seminar focused on ways to improve frontline services. It began with a talk from Charlie Devine, Head of Resource Management at Zero Waste Scotland. He discussed how they are helping to implement and support Scotland's litter strategy, including community based interventions, as well as updating us on Zero Waste Scotland's Household Recycling Charter. Next up was Paul



Claire Mansfield



Luc De Rooms



John Kelpie



Cllr Tom Beattie



David Bentley



Tim Sadler



Gail Scholes



Jo Gilbert



Charlie Devine



Paul Gribben



Dermot O'Hara

Gribben, Head of Digital Services at Belfast City Council, who spoke about the digital transformation they have gone through at Belfast. They have used digitisation to find savings and to manage change, whilst also reflecting the growing ambitions of the council. Finally, we heard from Dermot O'Hara, Director of People Strategies at the Local Government Staff Commission for Northern Ireland (LGSC).

His presentation looked at ways of fitting people and organisation development into a performance framework, and ensuring that organisational goals are translated to delivery on the frontline.

Motivational session: Onwards and upwards!

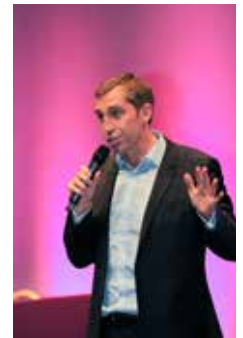
Our final session of this year's annual seminar included a short sneak preview of APSE and ITN Productions collaborative programme, Promoting Excellence, which delegates enjoyed with popcorn in hand!

After the film, we heard from motivational speaker and

Olympic swimmer, broadcaster and entrepreneur Steve Parry. He discussed the aims of his company Total Swimming, which works to ensure that all children have the opportunity to learn to swim at school, providing vital life-saving skills and the chance to develop a new skill. He also spoke about the importance of exercise, highlighting the societal benefits of teaching children to swim which includes tackling obesity.

An inspiring speaker, Steve finished the seminar off nicely, and left delegates with plenty of motivation to go back to their local authorities and make a difference in their communities.

If you would like to view any of the speakers' presentations, please visit the APSE website. Alternatively, email Vicky Starmer on vstarmer@apse.org.uk.



Steve Parry



A message from APSE's incoming National Chair Cllr Van Coulter

I am grateful to APSE's National Council, APSE's Southern Region and its delegates for choosing me to be your National Chair for the next twelve months. The office of National Chair is a responsibility that I do not take lightly, and I will endeavour to represent you with the utmost transparency. I look forward to another productive year for APSE.



It's my pleasure to pay tribute to both Gerry Diver and Martin Reilly, who both held the role of APSE National Chair over the past twelve months. My thanks must also go to Ellen Cavanagh as the outgoing National Secretary. Between Gerry, Martin and Ellen, APSE was guided towards pragmatic and deliverable priorities in response to the complex questions which today's local authorities, and the wider public sector, must face.

Helping me through the year ahead is our new National Secretary, Rachel North. Through working with Rachel in APSE's Southern Region, I already know she has a great set of skills and I am confident she will be a great source of knowledge and advice throughout the coming year.

Colleagues will be aware of the enormous pressures on public services. So, for my year of office, I will seek support to ensure that APSE continues to provide value through quality research, by promoting knowledge-sharing, and by identifying how the delivery of local services can be made more efficient. I hope APSE can encourage the people working for councils to rethink how they deliver services to citizens, ensuring councils can deliver excellence in public services. I also want to ensure that APSE continues to be relevant to all – and, by delivering more value to member councils, APSE retains its current membership. Further to this, I will work to ensure that APSE continues to grow and express a louder and more influential voice within national and local government.

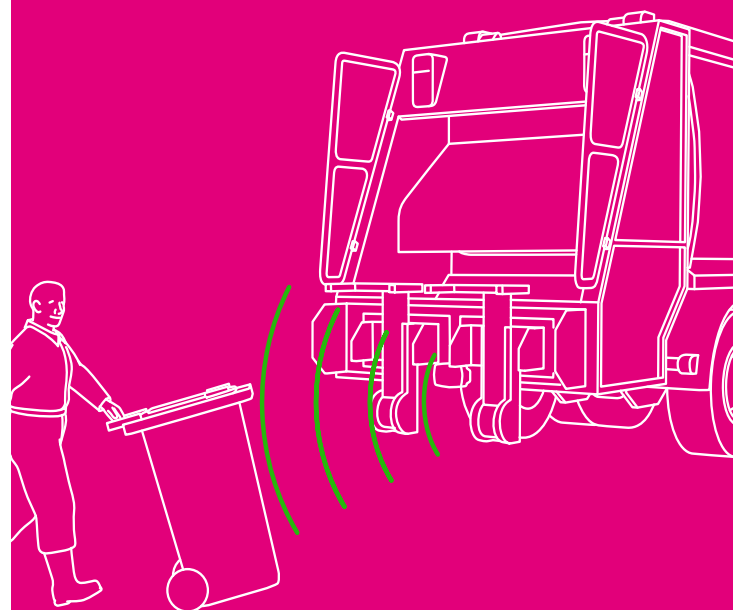
More specifically, I'd like APSE to help the housing crisis, which is a great problem across the UK. APSE should help by continuing their collaborative work with the Town and Country Planning Association. APSE can identify and shape options appropriate for different councils as we seek to support the delivery of homes for all. But the housing crisis is a symptom of the fact that economic prosperity within the nation is seriously out of balance. APSE can support councils, either separately or in combinations, by informing on how prosperity can be more fairly spread. This is all the more important in light of the challenges presented by Brexit and Business Rate reform. APSE will continue to look outwards for excellent practice in public services, including innovative contributions that are increasing the efficiency of public services in Europe.

We face many challenges, but I'd like to underline that APSE is your association – owned by member councils – and focused on addressing contemporary challenges. My plea to you is use APSE; its publications, its events, its very many membership services, APSE's Performance Networks, APSE Training – or the excellent value and bespoke consultancy service provided by APSE Solutions. Most of all, thank you for being members of APSE and thank you for the opportunity to serve you.

I look forward to welcoming you to the 2017 annual seminar in APSE Southern Region, next September.

Backsense®

Everything you expect from a premium obstacle detection radar...



...except the price

Backsense® is a new affordable radar system from Brigade designed to help reduce collisions in tough working environments. It offers a controlled beam pattern that ensures targeted detection with fewer false alerts than alternative radar systems.

Available in 3 fixed-length models and a fully configurable version for bespoke detection zones of up to 30m length.

Built by Brigade.



BRIGADE®

brigade-electronics.com
Call 01322 420300 or visit your stockist

Service Awards 2016

Check out the winners and finalists of this year's prestigious APSE Service Awards, which celebrate excellence in local government



“I am delighted to welcome the APSE family to the new Foyle Arena in our beautiful City of Derry. The Foyle Arena is symbolic of the strides we have made in our City to enhance our public services – and it is those public services provided by you on the frontline of local government which we are celebrating this evening.”

Ellen Cavanagh, APSE National Secretary 2015-16



Rushcliffe Borough Council/ Streetwise Environmental Ltd

Best Employment & Equality Initiative
Kindly sponsored by UNISON

- City of Bradford Metropolitan District Council
- Flintshire County Council
- North Ayrshire Council
- Oxford City Council
- Rushcliffe Borough Council/ Streetwise Environmental Ltd
- South Ayrshire Council
- Stockton on Tees Borough Council

Winner: Rushcliffe Borough Council/ Streetwise Environmental Ltd

Rushcliffe Borough Council/ Streetwise Environmental Ltd
Social Values and Employability

Social values and principles of local growth and employment are central to Streetwise Environmental Ltd. Through this project Streetwise has been able to partner with organisations including training providers, local charities, job centres, housing trusts and the Department for Work and Pensions, and offer work experience, skills development and routes to work for homeless, disadvantaged and long-term unemployed.

Best Housing, Regeneration or New Build Initiative
Kindly sponsored by Walker Morris

- Birmingham City Council
- Bournemouth Borough Council
- City of York Council
- East Ayrshire Council
- Oxford City Council
- Peterborough City Council
- West Lothian Council

Winner: West Lothian Council

West Lothian Council's 1000 New Build Houses for Social Rent

West Lothian Council's 1000 houses programme is one of the biggest and most ambitious social house building programmes of its' kind anywhere in the UK. Working in partnership with Lovell Partnerships, McTaggart Construction and the Council's in-house building services team sites range in scale from 5 – 230 units and cover all nine of the Council's wards. West Lothian Council have previously delivered 800 homes for social rent and 94.4% tenants have expressed that the quality of their home was excellent.



West Lothian Council



Fife Council

Best Efficiency & Transformation Initiative
Kindly Sponsored by Toltec

- Antrim & Newtownabbey Borough Council
- Dorset Waste Partnership
- Fife Council
- Glasgow City Council
- North Ayrshire Council
- North Hertfordshire District Council, Hertfordshire County Council and Hertfordshire Community Meals
- Nottingham City Council
- Sevenoaks District Council

Winner: Fife Council

Fife Council- new Initiatives to improve Fleet Management and alternative fuel vehicles

Fleet is an expensive element for Fife Council in delivering frontline services. Fife, along with many other Council's, has to respond to ongoing financial and service delivery challenges while having to realise savings to meet the Council budget deficits. Fleet Operations are tasked to deliver a new capital plan with a reduced budget of £3.3m and introduce low carbon alternative fuel vehicles. A Council priority is to introduce Green Hydrogen vehicles into the fleet along with Green Hydrogen refuelling stations.

Best Health & Wellbeing Initiative
Kindly sponsored by UNISON

- East Ayrshire Council
- East Lothian Council
- East Renfrewshire, Inverclyde & Renfrewshire Councils
- Manchester City Council
- North Hertfordshire District Council, Hertfordshire County Council and Hertfordshire Community Meals
- Nottinghamshire County Council
- Oxford City Council
- Stockton on Tees Borough Council

Winner: Stockton on Tees Borough Council

Stockton Multi-Disciplinary Service

We have established a Multi-Disciplinary Service which has been jointly developed, commissioned and delivered with all the major health, social care and voluntary sector partners. We are making a real difference to the people who access our service. Available to people over 65 who need our service we deliver early intervention and prevention looking at the whole person by carrying out a holistic well-being assessment and developing a shared care plan.



Stockton on Tees Borough Council



Nottingham City Council

North Hertfordshire District Council,
Hertfordshire County Council and
Hertfordshire Community Meals

Best Public/ Private Partnership Working Initiative Kindly sponsored by GS Plus

- Aberdeen City Council
- Cheshire East Council
- Derry City & Strabane District Council
- Gateshead, South Tyneside and Sunderland Councils
- Mid & West Wales Fire & Rescue Service
- Nottingham City Council
- Oxford City Council
- Peterborough City Council

Winner: Nottingham City Council

Nottingham City Council - Field of Dreams: Rising from the Ashes

A derelict sports pavilion has been replaced through a unique £750,000 partnership – which included over £300,000 generated through 60 businesses providing services, goods, manpower and resources for free, at, or below cost. Two colleges provided construction apprentices, and management trainees co-ordinated the job. Partners include Nottingham City Council, Nottinghamshire Cricket Club, Trent Bridge Community Trust, Notts Cricket Boards and the England and Wales Cricket Board. It's now an ECB national showcase project and shortlisted for an RICS award

Best Public/ Public Partnership Working Initiative Kindly sponsored by Visit Derry

- City of Cardiff Council
- Cornwall Council
- Dorset Waste Partnership
- North Hertfordshire District Council, Hertfordshire County Council and Hertfordshire Community Meals
- Peterborough City Council
- Scottish Futures Trust
- Solihull Metropolitan Borough Council and Coventry Council
- STAR Procurement (Stockport/ Trafford & Rochdale Shared Service)
- Wigan Leisure & Culture Trust

Winner: North Hertfordshire District Council, Hertfordshire County Council and Hertfordshire Community Meals

Hertfordshire Careline – Delivering Safety and Independence Together

The Hertfordshire Careline project is multi-sectorial collaboration between Hertfordshire County Council, North Hertfordshire District Council, and a Social Enterprise (Hertfordshire

Community Meals) to fundamentally transform assistive technology services in Hertfordshire. In the first year of operation the partnership has helped safeguard and enhance the lives of over 5,000 residents and has delivered savings of over 70% to the public purse. Just as importantly, customer satisfaction is now as higher than it has even been.

Best Commercialisation & Entrepreneurship Initiative Kindly sponsored by Walker Morris

- Aylesbury Vale District Council
- Birmingham City Council
- Bournemouth Borough Council
- East Ayrshire Council
- GS Plus Ltd – Royal Borough of Greenwich
- North Hertfordshire District Council
- Oxford City Council

Winner: Oxford City Council

Oxford City Council- Motor Transport Team provides a first class service to internal customers whilst achieving remarkable external income growth, showing great versatility, entrepreneurship and a desire to succeed

In austere times, the drive to increase external income, increase efficiencies whilst continuing to improve services has been greater than ever before. Throughout a significant period of change, Oxford City Councils Motor Transport Team has continued to provide a first class service to internal customers whilst achieving remarkable external income growth, showing great versatility, entrepreneurship and a desire to succeed.

Best Community & Neighbourhood Initiative Kindly sponsored by De Montfort University

- Aberdeen City Council
- Antrim & Newtownabbey Borough Council
- Cheshire East Council – Ansa Environmental Services Ltd
- Derry City & Strabane District Council
- East Riding of Yorkshire Council
- Mid & East Antrim Borough Council
- Plymouth City Council
- Waltham Forest Council

Winner: Antrim & Newtownabbey Borough Council

Valley Park Shared Space Project (V36)

The Council has transformed an area which was under-utilised and contested space, characterised by sectarian violence and anti-social behaviour.



Oxford City Council



Antrim & Newtownabbey Borough Council



North Ayrshire Council

Through the best examples of collaborative working, and intensive consultation, a state-of-the-art facility has been created which is home to an adventure playground, civic linear park and 3G pitch (football, rugby and Gaelic).

This project (V36) has encouraged people from all backgrounds to come together through sport, recreation and arts-based activities and delivered significant improvements to the community and neighbourhood.

Best Innovation & Demand Management Initiative

Kindly sponsored by IQSS

- Aberdeen City Council
- Aylesbury Vale District Council
- Dorset Waste Partnership
- Luton Borough Council
- North Ayrshire Council
- North Hertfordshire District Council
- Peterborough City Council
- Telford & Wrekin Council

Winner: North Ayrshire Council

Interactive School Meal menus

Delivering innovative methods of work that improves service delivery and the customer experience is a key element of our future success. We wanted to engage with parents and carers of our school meals customer to provide them with a visual way of being able to replicate their children's favourite school meal easily at home. By using layer technology we have created an innovative way of promoting "the good food for all" ethos.

Best Renewable Energy or Energy Efficiency Initiative

Kindly sponsored by UX Energy

- Aberdeen City Council
- Denbighshire County Council
- Northern Ireland Housing Executive
- Nottingham City Council
- Oxford City Council
- Peterborough City Council
- Scottish Futures Trust

Winner: Peterborough City Council

The Peterborough Energy Programme

Peterborough City Council have embarked on an energy strategy that generates renewable energy, reduces energy consumption, enables regeneration, reduces carbon, gets financial benefits to the city and makes and saves money. By introducing collective

switching, adopting the green deal community fund, developing a scheme that enables free private residential roof PV and introducing the "OVO Peterborough Energy Tariff" for city residents, the Council has done much to generate income to support its services, whilst addressing fuel poverty in the city.

Best Service Team: Construction & Building Service

Kindly sponsored by Boyd Stewart

- Cheshire East Council
- East Midlands Building Consultancy
- North Ayrshire Council
- South Lanarkshire Council
- Stockton on Tees Borough Council

Winner: South Lanarkshire Council

In-sourcing – One Service – One Team

South Lanarkshire Council's Capital Programme represents innovative thinking combined with internal partnership working at its most effective.

Involving in-house design and construction teams, working in partnership with each other, to deliver major new build, refurbishment and replacement programmes on time and on budget.

To achieve such programmes of works, Property Services removed traditional client/contractor barriers and developed integrated/specialist project teams, offering a professional service from inception to completion.

Best Service Team: Catering Service

Kindly sponsored by CRB Cunninghams

- Birmingham City Council
- City of Bradford Metropolitan District Council
- Dumfries & Galloway Council
- Gateshead Council
- Plymouth City Council – CATERed Ltd
- Stockton on Tees Borough Council
- Stoke on Trent City Council – City Catering

Winner: Birmingham City Council

Phoenix from the Flames: Creating a Class Leading, Income Generating Schools Catering and Facilities Management Business from a Loss-Making Local Authority Service

Against a backdrop of LA cuts, intense external competition and unsustainable deficits leading up-to 2013, CITYSERVE restructured their catering and cleaning business to ensure intensive relationship management and realise significant



Peterborough City Council



South Lanarkshire Council



Birmingham City Council

savings through procurement and payroll, whilst maximising quality in delivery, sales growth and penetration and is on target to return a substantial and sustained trading surplus for reinvestment for a third year in a row. Innovations including a creative development kitchen, rebranding and key-account management encourage future sustainability and growth.

Best Service Team: Building Cleaning & Facilities Management Service

Kindly sponsored by ASSIST Facilities Management

- Aberdeen City Council
- East Ayrshire Council
- Gateshead Council
- Middlesbrough Council
- North Ayrshire Council
- West Lothian Council

Winner: Aberdeen City Council

Fit for the Future

The Cleaning Service at Aberdeen City Council, to compete in the modern environment, has constantly evolved its operations, investigating new technology, innovations and processes, creating practical and financial benefits for the service and implementing improvements.

Consistent with Aberdeen's "Shaping Aberdeen" vision Cleaning Services has adopted the 'triple aim' triangle in making their service "Fit for the Future"; new contracts have been achieved, engagement with staff and customers prioritised and training more effectively delivered, while constantly striving to deliver best value.

Best Service Team: Highways, Winter Maintenance & Street Lighting Service

Kindly sponsored by Hatton Traffic Management

- Cheshire East Council
- Dorset County Council
- Durham County Council
- Inverclyde Council
- Neath Port Talbot County Borough Council
- Stockton on Tees Borough Council

Winner: Dorset County Council

Delivering improved efficiency and better customer satisfaction within the context of challenging budgets

In a year of significant transitional change, Dorset Highways has delivered a challenging programme whilst introducing a real change agenda.

This change has been facilitated by a systems thinking review,

which secured reductions of £750,000 in back office costs and established a robust and focused approach to managing our highway network in accordance with national best practice Asset Management principles.

Significant capital schemes have been delivered, not least a £22 million recycling carriageway maintenance scheme on Bournemouth Spur Road.

Best Service Team: Transport & Fleet Maintenance Service

Kindly sponsored by Brigade Electronics

- East Ayrshire Council
- Fife Council
- GS Plus Ltd – Royal Borough of Greenwich
- North Ayrshire Council
- Oxford City Council
- Transport Service Solutions (Cheshire East Council)

Winner: GS Plus Ltd – Royal Borough of Greenwich

Transport & Fleet Maintenance Service

The GS Plus Fleet Management team has embraced change in a challenging period, forming excellent partnerships with manufacturers, suppliers, clients and colleagues to drive innovation and grow the business; whilst providing excellent 'value for money' for our customers and the local tax payers. We pride ourselves on a 'joined up' approach, and providing the 'personal touch'; paying close attention to our customers' business needs and ensuring the right resources are in place to manage their fleet and equipment efficiently.

Best Service Team: Waste Management & Recycling Service

Kindly sponsored by Enevo

- Caerphilly County Borough Council
- City of Cardiff Council
- Dorset Waste Partnership
- East Ayrshire Council
- North Ayrshire Council
- Nottingham City Council
- Warwickshire County Council

Winner: Warwickshire County Council

Warwickshire County Council Waste Management

Over the past 12 months, Warwickshire County Council's Waste Management Group has reinforced its reputation as a bastion of best practice and innovation – notching up six national and international award titles plus a commendation in the International Circular Economy Awards. Meanwhile team members are regarded as 'must-haves' at national waste management conferences and seminars as well as hosting

**Aberdeen City Council****Dorset County Council****GS Plus Ltd - Royal Borough of Greenwich**

sell-out best practice tours of Warwickshire recycling and re-use facilities.

Best Service Team: Street Cleansing & Streetscene Service **Kindly sponsored by Reactec**

- Brighton & Hove City Council
- East Renfrewshire Council
- Gedling Borough Council
- Oxford City Council
- Stockton on Tees Borough Council
- Trafford Council

Winner: Brighton & Hove City Council

Brighton & Hove Pier to Peer Street Cleansing Team

"City Clean" is an in-house Brighton & Hove Council street cleansing service that is innovative and creative and able to rise to the immense challenges faced by one of the country's largest and most vibrant cities. Whether it is responding to the 12 million visitors each year, the miles of stunning coastline, an energetic night time economy or having United Nations Biosphere status for our National Park, the challenges are huge but so too are the rewards.

Best Service Team: Parks, Grounds & Horticultural Service **Kindly sponsored by Amazone**

- Antrim & Newtownabbey Borough Council
- Bournemouth Borough Council
- Copeland Borough Council
- East Renfrewshire Council
- Nottingham City Council
- Oxford City Council
- West Lothian Council

Winner: Bournemouth Borough Council

Parks, Grounds & Horticultural Service

Bournemouth Parks is an innovative, multi-award winning service that manages every aspect of green space, from parks, pitches and nature reserves, to street trees and verges. We hold 17 Green Flags and achieved Entente Florale Gold in 2014. Our ethos is one of continual innovation and improvement, to value staff and volunteers, and to create better, more enjoyable, nature friendly public spaces accessible to all. Customer satisfaction and levels of productivity are higher than the national averages, and costs lower.

Best Service Team: Cemetery & Crematorium Service **Kindly sponsored by Fraser and Fraser**

- Bournemouth Borough Council
- City of Cardiff Council
- Conwy County Borough Council
- Douglas Borough Council
- Nottingham City Council
- Peterborough City Council
- Sandwell Metropolitan Borough Council

Winner: City of Cardiff Council

Excellence At All Times

Cardiff Bereavement Services provides high quality and professional services to assist the bereaved. As Wales' Capital City we carry out over 4500 funerals and deal with over 500,000 visitors each year. The service is a proven leader in innovation within Cemeteries and crematorium achieving the gold standard in the Charter for the Bereaved assessment. We are a small team committed to providing an excellent public service, continually looking at ways to improve and meet the changing needs of our community.

Best Service Team: Sports, Leisure & Cultural Service **Kindly sponsored by Total Swimming**

- City of Bradford Metropolitan District Council
- Doncaster Culture & Leisure Trust
- East Lothian Council
- Nottingham City Council
- Peterborough City Council
- Southend on Sea Borough Council

Winner: Doncaster Culture & Leisure Trust

More for Less - Achieving the Balance

Doncaster Culture and Leisure Trust is a registered charity delivering a diverse range of premier leisure, health and fitness, entertainment and cultural provision across fifteen venues in Doncaster.

The Trust was established in 2011, also has a trading subsidiary (Doncaster Conferencing Catering and Events) and a Training Academy.

Our submission evidences how we've achieved more for less through innovation, diversity and effective partnerships and have a model that successfully balances social and economic objectives without compromising service delivery and quality.



Warwickshire County Council



Brighton and Hove City Council



Bournemouth Borough Council

Best Service Team: Environmental Health Service

Kindly sponsored by Tacomi

- City of London Corporation
- Derby City Council
- East Renfrewshire Council
- Peterborough City Council
- Worcestershire County Council (and 6 other Councils)

Winner: Derby City Council

An Alternative Regulatory Strategy to Support and Advise New Food Businesses

Through an innovative collaboration between the Unitary Authorities of Derby and Nottingham and the Forum, funding was successfully granted to undertake a 'lighter touch' risk-based approach to support new food businesses. The strategy identified and supported newly registered high risk food businesses to comply with food legislation from the very start of their business operation. The overriding aim of the strategy was to ensure the effective protection of public health, whilst assisting individual businesses and the local economy to grow.



City of Cardiff Council



Doncaster Culture and Leisure Trust



Derby City Council



Overall Council of the Year Nottingham City Council



Overall Council of the Year in Service Delivery Finalists

Kindly Sponsored by Reactec

Aberdeen City Council, Bournemouth Borough Council, North Ayrshire Council, Oxford City Council, Peterborough City Council, Stockton On Tees Borough Council

APSE would like to thank all sponsors of the service awards 2016 for their support



Welsh local government reorganisation: facts before myths

In a new piece of research with Professor Colin Copus, of De Montfort University, APSE Wales has queried the merits of reorganisation as a response.

A new research report 'Ways forward: Alternatives to merging councils in Wales' highlights that just 20 years after the last major restructuring, which introduced the current unitary system of 22 councils across Wales, the well-trodden path of reducing the number of councils, has once again been mooted as a solution to the reduced funding available for local services.

However the research highlights that options for wide spread reorganisation create some big questions around efficiency, democracy and local accountability.

Across the UK the trend to create larger and larger units of local government has been purported to offer the benefits of economies of scale and efficiency improvements. However such size increases in local government also come with the costs of reorganisation and restructuring services. They also fail to take account of what APSE refers to as 'optimal efficiency' – the point at which scaling up can in fact lead to less efficient ways to deliver services as local knowledge and expertise is lost in the process; this can lead to failure demand and add costs on to services.

A further downside to reorganisation is that there is a loss of local connections. It is a way of designing services for administrative ease not community governance. The danger with large scale top down approaches to reorganisation is that councils, or rather their communities, with distinct

cultures, needs and identity of place are forced into a new area identified by nothing more than the pen stroke of a civil servant. This can lead to conflict instead of cooperation and hinder the path for greater collaboration between regional and localised economic areas.

The alternatives to reorganisation, as identified in the research, should ideally enjoy cross party political and community support. As an alternative to forced mergers the research paper explores the scope for a more agile legal framework to allow councils to work collaboratively rather than a structurally forced change. Such measures would allow for better local scrutiny and governance of local services, based on a dialogue at a local area level rather than the imposition of change by radically altering the numbers of councils and councillors; such measures risk democracy being curtailed and distancing locally elected representatives further from the people that they serve.

As we go to press, we are hopeful our research has now positively informed the Welsh Government's position on reorganisation.

Copies of the research has been sent to APSE Wales main contacts, council leaders and chief executives. A limited number of further copies are available from APSE on request or you can download an e-copy at www.apse.org.uk

ND BROWN

TRUCK RENTAL

www.ndbrown.co.uk

Supplying the Utility, Civil engineering, Municipal and Highway Maintenance sectors with Specialist Self-Drive Commercial Vehicle Hire for over 3 decades



VEHICLE HIRE – Operating a fleet of circa. 485 modern commercial vehicles, of high specification, from five depots, enabling us to offer a comprehensive Nationwide Service.

VEHICLE SALES – Offering commercial vehicles from our ex-rental fleet or new build. We cater for all possible combinations.

SERVICE & REPAIR – Our in-house fully trained mobile service engineers cover all inspections & maintenance of our hire fleet nationally.

HOT BOXES

- GVW's including 7.5t, 12t, 18t & 26t
- 18t & 21t GVW Roadmenders
- Penny cranes, tow bar, Chapter 8, Beacon Bar, reverse camera & alarm as standard.

TIPPERS

- Insulated drop side Tippers, Caged Tippers, End Tippers & 3-way options.
- 3.5t, 7.5t, 12t & 18t GVW variants.
- Standard equipment as above

TIPPER GRABS

- Fixed / drop side Tipper Grabs
- 7.5t, 18t, 26t, 32t GVW variants
- Standard equipment as above

MUNICIPAL

- Johnston 201, 401 and 651 Sweepers
- 18T GVW Whale Gully Emptiers
- 7.5T GVW Beaver Tail's
- 3.5T & 7.5T Caged Dropside Tippers

Email: enquiries@ndbrown.co.uk, Phone: 01902 791991, Web: www.ndbrown.co.uk

Depots In: West Midlands (Head Office) - Scotland - Devon - London - Belfast





Performance networks seminar 2016

1 and 2 December 2016, Hilton hotel, Blackpool

Measure to Survive

How public services can withstand austerity by measuring and improving performance

Bookings the APSE Performance networks seminar 2016 are now being taken.

Reserve your place online at www.apse.org.uk or
email vstarmar@apse.org.uk for more information

*"Without data, you're just another person
with an opinion" - W. Edwards Deming*

APSE Training – collect your CPD points here!

APSE Training is now offering Continuing Professional Development (CPD) certification on a range of training events. Here, Jan Kennedy, APSE Head of Training, explains all the benefits of this new, exciting service.

What is the CPD Certification Service?

The CPD Certification Service is the independent CPD accreditation centre. Spanning across all professional sectors and disciplines, it supports people in work to continuously develop their skills. It also supports the Continuing Professional Development policies of institutional and professional organisations such as APSE.

When we talk about CPD (Continuing Professional Development), we are referring to learning activities specifically aimed at professionals. These activities actively engage delegates in order to develop their skills and capabilities in their specialised area. The focus is on a way of learning that is conscious and proactive, rather than passive and reactive. The structured, practical and methodical approach to learning that CPD provides helps employers to retain key staff, as they are able to build their skill set. These staff are able to develop skills through their organisations, allowing their employers to maintain the right staff, and develop a sustainable and competitive advantage in their sector.

Engaging in CPD activities ensures that both academic and practical qualifications do not become outdated or obsolete. It allows individuals to continually 'upskill' or 're-skill' themselves, regardless of occupation, age or educational level.

Why is APSE offering CPD points?

Many local authority service sectors require staff to maintain and refresh their knowledge with external assessment. Delegates are also keen to obtain national recognition as part of their personal study and development.

In response to this, APSE training believes it is valuable to offer these points to staff. Now, delegates attending the most popular APSE training events will be able to collect 5 CPD points from each certificated event.

Continuing Professional Development is widely recognised as fundamental to the improvement of standards and skills for individuals and their industries. It enables an individual to regularly apply attention to areas of development and take appropriate action to reduce any shortfalls in knowledge.

As well as this, CPD is essential in helping individuals, organisations or entire industries to keep skills and knowledge up-to-date. Providing CPD enables organisations to become a knowledge bank to the key stakeholders of an organisation. The training courses, workshops and events also allow professionals to use their learning time appropriately, building towards individual CPD requirements.

How does it work?

A range of our most popular course have been submitted and approved for independent assessment to the CPD certification service. This means that when delegates attend, they will receive a registered certificate after the course has been completed, for their personal development records. There is no extra work involved, and delegates are only required to complete the training course, as per usual.

Is there a fee?

No! This is an enhancement to the service provided, and comes at no additional cost to APSE delegates.

How do I apply for a CPD course?

Please visit the APSE website at www.apse.org.uk and click on Training. The links to all of the courses below can be found there. Here's a list of the current courses that offer CPD points:

- Principles of Contract Management
- Health and Safety Working on the Highways and Verges
- Supervisory skills for team leaders on frontline services
- Marketing your local authority services to business customers



- Leadership and management skills (an overview for frontline managers)

CPD points are also available through our joint events with Pinsent Masons:

- Managing Contractors safely
- Health and Safety in Waste and Environmental services

How will this service be expanded in the future?

This is a new development area for APSE, and we are currently looking into ways of expanding it that will best serve local government frontline service providers. Please let us know if you would like to see CPD points available with other APSE training events.

For more information on the CPD Certification Service, contact Jan Kennedy by emailing jkennedy@apse.org.uk. Alternatively, call 0161 772 1810 or 07764252107.

To find out more about APSE training, and to book onto a course, go to www.apse.org.uk and click Training. Alternatively, email training@apse.org.uk

Upcoming training courses

Supervisory Skills for team leaders in frontline services

Birmingham, October 2016

Marketing your local authority to business customers

Leeds, November 2016

Principles of contract management

Belfast, November 2016

Marketing your local authority to business customers

Central London, November 2016

Supervisory Skills for team leaders in frontline services

Glasgow, December 2016

Principles of contract management

Manchester, January 2017

Health and safety - working in highways and verges

Central London, February 2017

Health and safety - working in highways and verges

Glasgow, March 2017

More impact on productivity, less impact on the environment



The V Range

The Johnston V Range, backed up with more than 50 years of engineering expertise, is established as the most durable and dependable range of suction sweepers produced by Johnston.

The latest V Range provides unbeatably low fuel consumption together with unmatched suction performance and reliability - in short, for outstanding value, the V Range is in a class of its own.

When you choose to include the **Eco Pack** option, you can be sure of the lowest possible impact on the environment, whilst still maintaining productivity. For even more choices, ask about our **Productivity Pack** and **Contractors Pack** for the best solutions to any task.

Whichever option you decide on, you'll discover that with everything it has to offer, the V Range

will have a positive effect on everyone.

Contact us at **+44 (0)1306 884722**, email enquiries@johnstonsweepers.com or visit www.johnstonsweepers.co.uk





The engine of the council? Evaluating frontline productivity in local government

The history of the UK public sector is punctuated by major cycles of reform often driven by the need to optimise the use of scarce resources. If the late 1980s and 1990s were concerned with efficiency and Best Value, then productivity is the economic concern of today's zeitgeist.

In a research collaboration between Public Intelligence and APSE, *"The engine of the council? Evaluating frontline productivity in local government"* explores the ways in which frontline services in UK local government have increased productivity in recent years. During this current time of test and turmoil, we look at how local government managers have managed to increase productivity to help struggling services, rather than just reduce

service provision. This report seeks to achieve the following aims:

- To identify drivers of productivity
- To capture learning
- To share lessons with the sector and promote peer to peer challenge and support

APSE have a longstanding commitment to improving productivity in frontline services. Through our performance networks, we collect and provide intelligence back to PN members. As such, this report builds on the privileged insights provided by the performance networks data and uses case study research to explore how frontline services across the UK are facing up to the productivity challenge. The four case studies, Eastleigh, Fife, Swansea and Wakefield, represent a range of different authority types, drawn from across the UK.

While economists have been analysing and measuring productivity in the general economy for decades, it has become a key concept in public policy much more recently and in May 2015, the UK government produced its own productivity plan, *Fixing the foundations: Creating a more prosperous nation*. Productivity, according to the plan, “is the challenge of our time.” The plan argued that productivity was essential to well-being, that it was tightly linked to the differences in wages across countries and that productivity is the single most important determinant of average living standards.

However, while we are not short of high-level government announcements on the need to increase productivity, organisational level approaches to productivity have been sorely missing from the debate so far. In reality, we know very little about public sector productivity growth at a macro level. Most official estimates do not include a measure of service quality, and the availability and reliability of data is variable across different sectors.

At the root of the problem is an undeveloped understanding of productivity at an organisational level, such as across our frontline services, schools and hospitals. Too often, reform programmes have been driven centrally across government departments, without the necessary analysis of how organisations in different contexts, with different managerial approaches, compare with one another. At a local level, councils can compare themselves with each other using benchmarking clubs such as performance networks.

International evidence suggests that there are a number of key drivers of organisational-level productivity growth:

1. Leadership and management
2. Organisational culture
3. Innovation
4. Technical efficiency
5. Technological progress
6. Scale

The case studies show local government frontline services deeply engaged with the need to change to increase productivity in the face of the historically unprecedented spending cuts. They show imaginative and committed managers reinventing themselves and their services, overcoming shortcomings of the past. And they show the role and responsibility played by frontline workers in rising to meet that challenge.

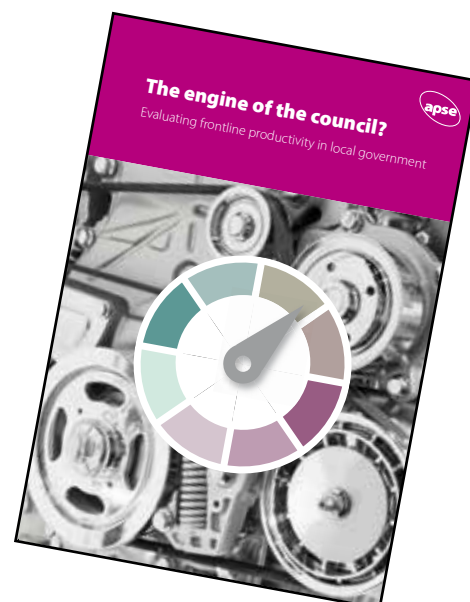
What becomes clear from the case studies is that there is not one singular factor that can improve productivity on its own, as productivity seems to be multifactorial. At a national level, macro-economic policy is important, but at an organisational level it is about how the service, the organisation, responds to its environment. It is about management and the decisions they take, it is about how people are managed and the culture that is created, it is about the organisation of work, rationalising processes, improving coordination and cooperation.

The report also considers how the future of work is changing and the globalised trends which continue to shape the evolution of the UK's economy. It is clear that social, economic and technology factors will impact significantly on the frontline services.

Paul O'Brien, APSE Chief Executive, said “We hope that this report contributes to filling an important gap in this

area. It deliberately does not choose to concentrate on fiscal models, micro-economic theory or national policy, but instead focuses on and explores organisational-level approaches to productivity in frontline local government services.”

Copies of the report can be purchased on the APSE website. Alternatively, email Wai Lee on wlee@apse.org.uk or call 0161 772 1810



Report back

A round up of APSE advocacy and events

England

Working at the frontline of austerity: The Ensuring Council and Workforce Planning

New research for APSE Northern members, led by Professor Steven Griggs and Dr Melvin Wingfield of De Montfort University, looks at APSE's Ensuring Council model through the prism of workforce planning. The Ensuring Council model, is built upon principles that embed good stewardship of local economies, retaining core capacity, collaboration and social justice. We feel these are also the guiding principles of local authorities as employers.

Ultimately, this report argues that effective workforce planning can help to future-proof public service delivery by opening up a collective dialogue about the future shape and scope of public service, and the role of local employees and communities. It can improve the flexibility and resilience of local authority responses to the changing demands of communities and local businesses, as well as ensuring that support is provided at times of crisis or emergency.

LACA conference

APSE Chief Executive Paul O'Brien recently spoke at the LACA Main Event forum. He told delegates that 'We need a multi-faceted approach to healthy eating and school meals are fundamental to improving health outcomes.' He painted a grim picture of obesity in the UK, citing Public Health England research showing that one in three children are overweight or obese by the time they leave school.

He said the battle for Universal Infant Free School Meals (UIFSM) had not yet been won, a sentiment with which delegates clearly agreed. He also highlighted that public health was, worryingly, not on the agenda at the LGA conference and exhibition held in Bournemouth. This needs to be changed, and Paul has asked delegates to ensure that the profile of school meals is raised in the next 12 months.

LGA conference

APSE attended the Local Government Association conference on 5-7 July in Bournemouth. Whilst there, we held two fringe events; the first focused on housing, whilst the second looked at commercialisation. Both events had a good turnout and discussions were highly productive

RWM exhibiting

The Resource Waste Management (RWM) exhibition and conference, in partnership with CIWM, took place early in September. APSE Solutions Senior Consultant Paddy Knowles exhibited at the two-day event, giving him the valuable opportunity to speak to many people in the waste management sector.

Central region

The central region held its Annual General Meeting on 14 July in Nottingham. The regional chair was confirmed as Mark Pengelly, whilst Caroline McKenzie will act as regional secretary for the year ahead.

Leicester Housing

APSE hosted a Housing Seminar at Leicester City Football Club on 8 July to discuss the way forward on housing issues with the event featuring a look at Local Housing Companies as well as new build schemes directly delivered by local councils. The event was opened by DCLG.

Department for Transport

APSE continues its discussions with the Department of Transport on how we can best achieve access to the Highways Innovation Fund by supporting improved performance in our member authority Highway services.

Cleaning up on litter

APSE is sitting on a joint working group run by DEFRA and DCLG which will explore a national litter strategy. APSE is providing expert information including some performance information to inform the working group.

HLF State of the Market

The Heritage Lottery Fund (HLF) released their State of UK Public Parks 2016 report in September. The report uses data from APSE's own State of the Market on parks and green spaces, including our finding that 78% of local authorities agree or agree strongly that 'the squeeze on public sector resources is affecting parks and green spaces disproportionately to other service areas'.

Scotland

ASSIST conference

APSE Chief Executive Paul O'Brien attended the ASSIST Conference on 25-26 August. The ASSIST group is dedicated to supporting FM managers within Scotland and works in close collaboration with APSE.

Advisory Groups

APSE Scotland held its first Commercialisation advisory group on 29 September 2016 at the Hamilton Racecourse. It had 40 attendees and Ronnie Dempster, Head of Enterprising Services, Enterprising DG First and Secretary of the Group provided an excellent presentation on Dumfries & Galloway's journey towards commercialisation.

Performance Networks

Trading Standards Performance Networks pilot is underway in Scotland and APSE's Performance Networks held Data Completion training in Hamilton for all taking part in the pilot.

APSE a Street Cleansing Cities process benchmarking meeting on 21 September, hosted by Glasgow City Council. The event included a very interesting and thought-provoking presentation from Vince Dignam, Business Improvement and Performance Manager from City of London.

Wales

Ways forward: Alternatives to merging councils in Wales

APSE has worked with Professor Colin Copus from De Montfort University to bring you this research report on the system and structure of local government in Wales, which faced yet another potential reorganisation only 20 years after the last major restructuring, which introduced the current unitary system of 22 councils across Wales. You can read more on this research, and find out how to get your copy, on page 22. Thankfully it looks like APSE's campaigning on this issue has reached a successful conclusion.

Northern Ireland

Northern Ireland also held its AGM recently, with Cllr Martin Reilly being confirmed as regional chair and Ellen Cavanagh as regional secretary.

There has also been a substantial amount of APSE Performance Networks development and templates launches in Northern Ireland. Debbie Johns, Head of

Performance Networks, has been liaising with local authorities closely to ensure that the benchmarking service works well for the region.

Jan Kennedy, Head of APSE Training, has recently carried out a number of successful and helpful training sessions for the region, including a number of sessions teaching assistant manager skills.

Other news

Media catch-up

APSE's Paul O'Brien was invited to talk on BBC Radio 4's You and Yours programme on the topic of recycling contamination levels, when the news of an increase in the percentage of rejected recycling hit the headlines in August. On the same day, APSE Principal Advisor for refuse and recycling, Wayne Priestley was interviewed by BBC 5 Live. Wayne also later appeared on BBC Radio Kent during Recycling Week to discuss ways in which residents can reduce the amount of contaminated recyclable waste in their area.

The collaborative APSE and ITN documentary 'Promoting Excellence' was premiered at the APSE Annual Seminar in Derry/Londonderry at the beginning of September. You can now view the full programme on the APSE website. Also available is the Highlights video from the seminar itself – see if you can spot yourself!

APSE charity day

On 19 August, The APSE Manchester office had a fun-filled charity day to raise money for Cancer Research. We managed to raise £453 through holding a communal lunch and a bake sale, alongside a number of different games and raffles. However, the best part of the day was a pie-in-the-face competition in which both Chief Executive Paul O'Brien and Head of Service Mo Baines received the most votes and each received a plateful of cream to the face

APSE reaches £40,000 milestone for Parkinson's fundraising!

With this year's Charity Dinner total of £2,151.71, APSE has now raised over £40,000 for Parkinson's UK. We have supported this brilliant charity at every Service Awards dinner since 2011, and are proud to help them continue their vital work.



APSE Energy partners with Robin Hood Energy

APSE Energy is delighted to have linked up with Robin Hood Energy to help promote the work they are doing to provide lower energy tariffs and directly tackle fuel poverty.

The model that Robin Hood Energy has pioneered has grabbed the imagination of many local authorities across the UK and there is massive interest from other councils who are looking to follow a similar approach. APSE Energy will provide capacity to deal with the inquiries being received and will support those local authorities that are taking forward work with Robin Hood Energy. They will also have a role in ensuring the Robin Hood Energy message gets out to all local authorities, ALMOs, housing associations and other public sector providers.

'APSE Energy and Robin Hood Energy have similar values and are pursuing similar objectives to realise the municipalisation of energy' said Phil Brennan, Head of APSE Energy. 'We are excited about supporting RHE to meet their goals over the foreseeable future, as our combined efforts will help to push the message that local authorities

can successfully intervene in local energy markets - and the proof lies with Robin Hood Energy!'

Gail Scholes, Energy Services Director with Robin Hood Energy said 'Nottingham City Council have a strong relationship with APSE and we intend to forge similar links with APSE Energy. We have made great strides over the past year in the East Midlands, we are helping thousands of local people with their energy bills, and we have a great product to promote to other local authorities. With APSE Energy's help it is a message we can spread across the whole UK'

Contact: Phil Brennan, Head of APSE Energy for further details on pbrennan@apse.org.uk or telephone 0161 772 1810

Looking to make Oxford “Smarter”

APSE National Chair Van Coulter looks at how local authorities can use digital technology to enhance frontline service delivery and offer value to their communities.



Local authority officers and councillors are looking for innovative ways to modify, maintain or lift the quality of public services whilst reacting to unprecedented budgetary pressures.

Adding to the modern array of organisational theory and its jargon, we now have a fast evolving lexicon for communication – with intelligent robotics and automation enabled by the Internet of Things (IoT) and the Internet of Everything (IoE), suggesting further opportunities for doing more for less.

The collection and massing of ‘big data’ is perhaps the IoT’s greatest attraction.

When properly analysed, that ‘big data’ has the capacity to inform innovation within enterprise and policy within government. Informed knowledge provides power to create better policies, better products, better services and better outcomes. And, it’s not just about reducing costs – some of that “big data” can be monetised by councils to support frontline services.

Applications need not be large scale – an incremental approach can add value one step at a time. For example, as Oxford City councillor, I’m only too aware that Oxford floods. That flooding causes hardship, distress and economic loss. Locally, a project now provides an online map which visualises river and stream levels in and around Oxford. This local pilot of an IoT application shows how technology can be a part of flood defence systems anywhere. The creation of this extensive local early-warning system brings practical benefits for residents in flood-prone areas. In time, the ‘big data’ collected by the new system will inform a greater understanding of the interaction of water flows between Oxford’s many streams and rivers. This improved understanding will inform urban planners and help target scarce funds in improving resilience to flooding.

A problem for councils and residents is potholes. At least once a week, every road in Oxford is crossed by a refuse lorry. By installing simple monitors, sensitive to GPS, a map of potholes and possibly pavement defects can raise the alert for where repair is essential – reducing or avoiding claims for compensation.

As an asthmatic, I’m aware that levels of pollutants from

motor vehicles in Oxford mean that parts of the city miss targets for air quality. Congestion is a regular problem. A buoyant tourism market adds to that congestion, with further disruption of traffic flow – amplifying exhaust pollution. Oxford’s narrow inner city roads create pollution traps, concentrating emissions in places with heavy foot-fall. IoT devices can measure pollution, alert people to risks and raise possibilities of diverting traffic through road active signs and mobile device applications. For example, the imperfect way parking is allocated in Oxford adds to congestion, with a third of Oxford’s city centre traffic resulting from drivers touring round, looking for a parking spot. In other councils, use of IoT to monitor real-time parking availability means real-time information is accessible to drivers via a free mobile application. This advises drivers where parking is currently available – and where no parking is to be had. Such real-time information reduces delay, frustration, congestion and harmful emissions.

Importantly, the application improves productivity – much to the benefit of local businesses.

Utility companies, water, gas and electricity, have long wanted to drive down costs through remotely-read meters. Complementing this, government is pressing for better resource management – leading to lower use of energy and water, thus helping reduce greenhouse gas emissions. Importantly, we can – through an informed change in consumption – seize an opportunity to lower the cost of our utilities bills.

But, how can councils keep abreast of innovation and developments? Fortunately, APSE solutions offers management consultancy across the full range of council services, including business process re-engineering, which coupled with APSE’s unique understanding of what it means to be a local government direct service provider, makes APSE Solutions the ideal partner for incorporating innovation within service reviews.

Cllr Van Coulter is APSE National Chair 2016/17 and is a councillor for Oxford City Council. Contact him on cllrvoulter@oxford.gov.uk or tweet him on @vancllrvcoulter



AVAILABLE FOR DEMONSTRATION NOW

The world's first production road sweeper to incorporate hydrogen on-demand technology.

- Hydrogen-injection technology
- Reduced emissions
- Increased fuel-efficiency

info@stockswepers.com
www.stockswepers.com

0845 203 6400



Stay connected: [@stockswepers](https://www.instagram.com/stockswepers)

