

# Association for Public Service Excellence

A guide to the foremost specialist in local authority frontline services







# Welcome to the APSE Services Directory

This booklet has been designed to explain everything APSE, including the range of activities and services that we regularly offer.

This comprehensive guide is a quick snapshot of what we currently offer to our members, but we are developing new ideas constantly; helping public service providers to respond to the challenges of a rapidly changing professional environment.

Information is summarised here. Full details of all of our services are available at [www.apse.org.uk](http://www.apse.org.uk), together with latest news, briefings, publications, case studies and information about events.



# About APSE

The Association for Public Service Excellence (APSE) plays a unique role in local government.

Working with over 300 councils across the UK, we strive to create a positive role for local authorities in delivering high-quality, effective and efficient public services. APSE provides a unified national voice for our members whilst offering opportunities – through training courses, seminars, benchmarking, briefings and research – for councils to share best practice and develop strong and sustainable frontline services.

As a not-for-profit organisation owned by our members, all surplus generated by APSE is reinvested into the services for the benefit of our local authority members.

We provide a service across a range of key frontline services:

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Refuse Collection and Waste Management	Street Cleansing
Roads, Highways and Winter Maintenance	Transport
Parks and Horticultural Services	Catering
Building Repairs and Maintenance	Facilities Management
Cemeteries and Crematoria	Sport, Leisure and Cultural Services
Housing	Social Care



# What do we do?

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Benchmarking

Surveys

Consultancy

Advocacy

Seminars

Commercialisation Networks

Insourcing

Climate Change Networks

Research

Briefings

Training

Renewables

Networking Groups

Municipalisation of Energy

Interim Management

Awards

Diagnostic Reviews

Service Reviews

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# Being an APSE member

Our membership services are for those who deliver frontline public sector services in the UK. We welcome membership applications from organisations including local councils, fire and rescue authorities, police services, leisure trusts as well as housing providers such as social landlords. We also offer associate membership to local government trade unions.

## Benefits of APSE membership

- Regular briefings on the latest policy developments and operational issues.
- Free access to regular advisory groups on the specific service areas and topics that you choose.
- Access to strategic forums that consider broader matters affecting local government.
- Access to online 'special interest portals' on key subjects.
- Access to our Network Queries service, enabling you to share and receive information and advice directly from your peers in other local councils.
- Free subscription to our membership magazine APSE Direct, which reports on the latest key developments for direct service providers in local government.



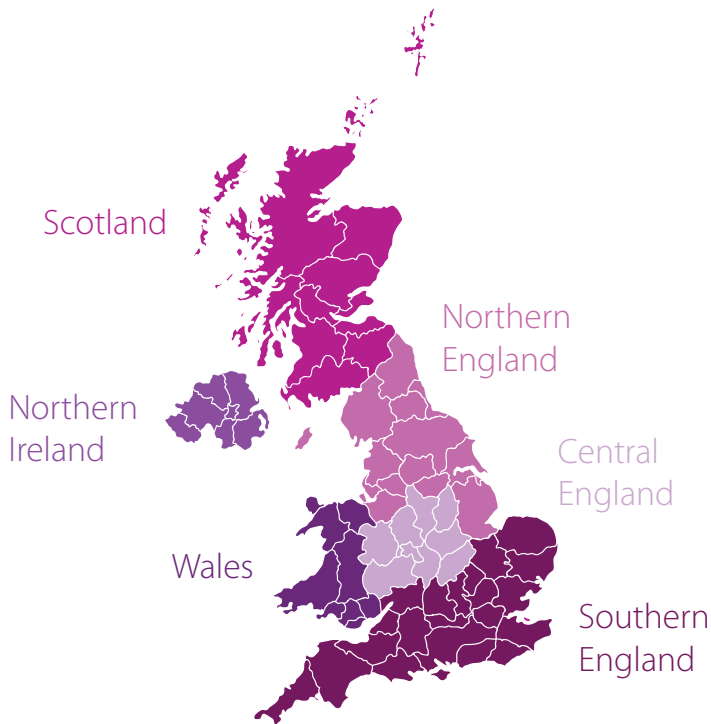
- Free or discounted access to our full range of publications, seminars and events.
- Discounted rates when using other APSE services such as Solutions, Performance Networks, Training and Energy.
- Access to our regional activities and events in your local area many of which are free to APSE members.
- As a not-for-profit organisation, any financial surplus that APSE has is reinvested into the organisation. This means that we're always working solely for the benefit of you, our members.
- The opportunity to have your views as a local authority service provider voiced and represented across UK-wide government administrations. We develop this voice through collaborating with members, and support it using our valuable research, extensive campaigns and consistent media activities.
- APSE awards offer councils a richly-deserved opportunity to showcase their expertise and innovation. Finalists receive substantial publicity; both nationally and locally.

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# The APSE Network



Alongside our service areas, APSE provides a network of events in your area and support for member councils across the UK.

We have six localised geographic areas which consist of three large English regions and three national bodies reflecting the governance arrangements in Northern Ireland, Scotland and Wales.

Each area has its own individually elected Chair and Secretary, who are responsible for driving forward the work of APSE locally and for representing the views of their members through APSE's governance structures. Support is provided to these areas by our Principal Advisors who work in partnership with their own assigned area, supporting local initiatives, organising activities like regional advisory groups on frontline service areas, strategic forums and seminars, and co-ordinating membership activities and networking events across local government services.





# Seminars and events

APSE operates a busy calendar of high-quality seminars and events at venues around the UK as well as an extensive online events programme. These are open to all professionals who are interested in local government, with discounted rates for members. Our regular seminars cover the latest topics affecting council services, with strategic policy events focusing on relevant topics like income generation, climate change and innovation in frontline services.

Our main annual events include:

- The Annual Seminar, which takes place every autumn and changes location depending on our National Chairperson for that year. This event features high profile speakers from national and local government who discuss the latest innovation and best practice in frontline service delivery.
- The Performance Networks Seminar, which takes place every December and looks at data trends and benchmarks in local government.
- Annual residential and day seminars on the frontline services listed on page 4.

We also run a programme of regular Advisory Groups, as well as forums on strategic issues, all of which are free for APSE members to attend and provide a great networking and learning opportunity on frontline issues.

## And the winner is...

As part of APSE's mission to share good practice in local government, we celebrate excellence in the delivery of frontline services with annual awards. Our most prominent programme of awards, the APSE Service Awards, are presented to the best team or initiative of the year in each frontline service area. At this event, we also name the winner of the prestigious Overall Council of the Year in Service Delivery Award.

In addition to the Service Awards, we also reward best practice in local government with our brilliant Apprenticeship Awards and Performance Networks Awards.





# APSE Solutions

Launched in 2000, APSE Solutions has been providing high-quality consultancy and interim management services to local authorities across the UK for two decades.

Our experienced in-house consultancy team and our wide network of associates combine first-hand knowledge of the challenges facing local government with the objectivity of a fresh pair of eyes.

## What solutions do we offer?

Consultancy

Underground Refuse Systems

Benchmarking Analysis

Interim Management

Service Health Check

Demand Management

Diagnostic Reviews

Surveys

Commercial Income Generation

Procurement Advice

Service Transformation

Critical Friend

Contract Management

Insourcing

Expert Associates

Service Reviews

“This is the second time that APSE have provided an interim management solution in my area over the past couple of years and I would just like to say that the quality of interim provided on both occasions has been excellent.”

- Wirral Council





## Consultancy

Our consultants have a strong track record in delivering effective solutions that reduce costs and improve performance for council services across the UK. Our team of experts combine a unique understanding of direct local authority service provision with application of the latest management techniques.

Our consultancy procedure includes a diagnostics review, followed by an options appraisal and practicable recommendations. The consultancy is enhanced by our ability to draw upon APSE's sector-leading policy knowledge, training capabilities and our unique Performance Networks data - the largest voluntary public sector benchmarking service in the UK.

## Interim Management

APSE Solution's interim management service draws upon an enriched database of specialists with decades of experience. As a result, they will be able to step into an appropriate role immediately.

Our interims are tailored to suit your specific needs. In addition to providing a fresh pair of eyes and an ability to challenge existing practices or culture, our interim managers can also offer local authorities a safe pair of hands during sensitive times of transition, manager absence, or when a special skill-set is required.

## Income Generation

APSE's place at the forefront of thinking on income generation gives our Solutions team an excellent understanding of commercial opportunities, and of legislative and practical aspects of trading and charging. Our experts conduct regular workshops, coaching and service reviews to identify any possibilities for income generation, including how insourcing can help you achieve this.

For more information about APSE Solutions please email [solutions@apse.org.uk](mailto:solutions@apse.org.uk) or download the Solutions Prospectus from the APSE website.





# APSE Performance Networks

APSE Performance Networks is the largest voluntary public sector benchmarking service in the UK – used by over 200 local authorities – and leads the way in local government benchmarking.

We use our comprehensive database alongside APSE's public service management expertise. This enables managers to benchmark their services against comparators nationwide and use detailed, relevant information to improve quality, cost, productivity and efficiency.

We have been gathering performance data for over two decades from a broad range of services; tracking trends, sharing indicators, and producing regular performance reports. These services include:

Refuse Collection and Waste Management	Street Cleansing
Roads, Highways and Winter Maintenance	Transport
Parks and Horticultural Services	Catering
Building Repairs and Maintenance	Facilities Management
Cemeteries and Crematoria	Sport, Leisure and Cultural Services

We also run annual celebratory awards for the best and most improved performers in each service area. For more information about the service please email [performance.networks@apse.org.uk](mailto:performance.networks@apse.org.uk) or download the Performance Networks Prospectus from the APSE website.

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# APSE Training

APSE's comprehensive training and development programme offers the finest quality courses, masterclasses and bespoke in-house training sessions at venues across the UK and online. Our team of experienced trainers provide local authority officers and elected members with uniquely targeted opportunities to develop their skills and improve their ability to deliver effective, efficient services to the general public. Many of our courses also carry CPD accreditation.

Our courses are carefully designed to meet the exact needs of public service providers. Our trainers are highly qualified and we work closely with our expert partners to ensure that the courses we offer reflect the latest legal requirements, and also respond to current policy, as well as strategic and operational considerations.

Our training events are offered in a variety of formats:

- **Training courses** – mainly used to help managers on the frontline and in strategic and leadership roles.
- **Masterclasses** – we deliver alongside partners to provide legal, practical and specialist expertise.
- **Elected members training for councillors** – offers a choice of personal development options.
- **Train the trainer** – where you develop skills to become the trainer.
- **Bespoke courses** – including in-house training that can be tailored for your organisation on site.

APSE's training is priced to offer good value for money, with exclusive discounted rates for our members.





## Course subjects

APSE's training programme covers a broad range of topics. It is constantly being updated and expanded in response to the latest developments in local government policy, legislation and operational services.

Some examples of topics that we cover are:

Project Management	The Bereavement Journey (ICCM)
Supervisory and Leadership Skills	Working with Volunteers
Managing Virtually and Remotely	Parks Management
Developing A Commercial Strategy	Facilities Management
Carbon Literacy	Health and Safety
Cemeteries Management	Contract Management

We are also interested to hear about any training that you think would benefit your authority or organisation. Please get in touch, tell us your requirements and we will do our best to cater for your needs.

For further information and to book, visit the Training Hub on the APSE website or email [training@apse.org.uk](mailto:training@apse.org.uk).

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# APSE Energy

Not so long ago, major utilities sat within local authority ownership and control; reflecting their role in public health issues such as the supply of clean water and sanitation. This has now changed; as the global threats of climate change and energy shortages continue to grow, local authorities are increasingly looking at the developing prospects of municipal energy.

APSE Energy is designed to bring councils together to share information, ideas, resources, best practice, and to support local energy projects. Working together enables local authority councils to exchange knowledge on finance, law, and procurement. It also helps councils gain greater marketplace leverage.

Our bespoke local authority energy collaboration is a partnership developed by member authorities that maximises the opportunities local authorities are currently offered by bringing councils together on a national scale to work on the green energy agenda. Currently, around 120 councils are members of APSE energy.

Some of the many benefits of the collaboration include:

Support on Demonstrator Projects

Workshops and Conferences

Brokerage

Advocacy

Online Portals

Technical and Policy Updates

Consultancy

Research Publications

Advice from Legal Partners

Discussion Groups

For more information about the service please email [energy@apse.org.uk](mailto:energy@apse.org.uk) or download the APSE Energy Guide from the APSE website.





# APSE advocacy

APSE is at the forefront of ensuring local authority voices are heard at government level; representing our members in a variety of key policy and legislative developments.

APSE works in collaboration with a wide range of government, statutory and professional bodies across the UK including: MHCLG; Defra; DfT; DfE; Scottish Government; Department for Communities (Northern Ireland); Department for Infrastructure (Northern Ireland); Zero Waste Scotland; CIPFA, Audit Scotland, County Surveyors' Society Wales, LACA, TCPA, NABMA, SCOTS, and the APPG on School Food.



## LOCAL GOVERNMENT COMMISSION 2030

APSE, in collaboration with De Montfort University, set up the APSE Local Government Commission 2030 to explore the core issues that will impact on local government in the coming decade.

Membership of the Commission includes experts and representatives of those who have run, protected and championed local government frontline services alongside academic experts and research professionals. The Commission received hundreds of pieces of evidence, including oral witness testimonies, during the course of its 18 months of work, and brought forward a report in early 2021 entitled 'Local by default.'

The report reflects on the challenges and determination of APSE member councils as they face the next decade; not only with the existing frontiers of sustainable finance, climate change and the local environment, and local economies, but the added burden of recovering from a health emergency which is unprecedented in modern times.

You can download the 116 page report for free from the APSE website.





# APSE research



APSE runs one of the largest research programmes in local government. A key strand of this research is through our excellent partnership with De Montfort University's Local governance Research Centre.

APSE also commissions research with other respected bodies such as CfPS, CIPFA, TCPA and NPI, covering a large amount of research subjects on policy – insourcing, housing, finance, scrutiny – and in our service areas.

We also produce self-supported research through 'State of the Market' research reports, which draw upon surveys and analysis of the data from our member local authorities. We use these to gauge trends in service delivery and gather views to inform our campaigning activities.

APSE is also an experienced research body with specialist local government research teams, who can deliver your research project.

You can access the full body of APSE research [here](#) and our briefings [here](#).



# APSE in the media

APSE has a strong media presence, which comes from our own media outlets as well as from our relationship with various members of the press. APSE frequently posts news on our website, we also use social media sites like Twitter and LinkedIn to share news and inform our members of any events, briefings, or other activity that we've been participating in at APSE. Alongside this, we also use physical forms of media.

## APSE Direct

Our in-house magazine, published every 2 months, keeps our members updated on APSE news and the latest developments in local authority frontline service provision. We source our feature pieces from member authorities and local government organisations, which gives our members an opportunity to be recognised in a national magazine for their achievements. The magazine is delivered to over 15,000 local government contacts and is also available online.

## Press and media

APSE's presence in the press and media is vital, as we represent local government frontline service providers and their views. We have built a strong profile as an organisation that speaks out on behalf of members through extensive national, trade and regional press coverage. We are also available to provide information, press releases, and commentary to journalists who write about local government and frontline service issues.





# Enquiries

If you do not currently receive APSE service area information and would like to be added to APSE's contact list please complete our online contact form.

For more information about APSE please contact:

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

Telephone: 0161 772 1810

Visit our website: [www.apse.org.uk](http://www.apse.org.uk)



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# NEW MUNICIPALISM

Delivering for local people and local economies

**Carbon Literate  
Organisation**  
Platinum

**INVESTORS IN PEOPLE™**  
We invest in people Gold

**Association for Public Service Excellence**

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