



Craig Hatton

Environmental Services – The Financial Challenge

APSE Scotland Fleet, Waste and Grounds Services
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Environmental Services – The Financial Challenge

- The Journey to date
 - Local Government Benchmarking Framework
 - Examples of Initiatives Adopted/Delivered
- Current and Future Challenges and Considerations
 - Internationally
 - Nationally
 - Locally
- Responding to the Challenges
 - The Role of Environmental Services within Society
 - Potential Approaches
 - The Components of the new Environmental Services



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LGBF Cost Indicators 2010/11 – 2014/15

Service Area	Inflation Adjusted Change in Cost
Waste Management (3 years data only)	-0.1%
Adult Social Care	-4.1%
Education	-7.0%
Central Support Services	-8.4%
Museums and Galleries	-8.9%
Sports Facilities	-14%
Democratic Services	-14.4%
Libraries	-14.4%
Parks and Open Spaces	-19.8%
Street Cleansing	-25.6%
Roads and Winter Maintenance	-27.4%



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LGBF Outcome Indicators

- Street Cleansing
 - Cost has reduced by 25.6%
 - Satisfaction has increased by 1% to 74%
 - Clean Streets has fallen by 1.5% to 93.9%
- Parks and Open Spaces
 - Cost has reduced by 19.8%
 - Satisfaction has increased by 3% to 86%
- Waste Management
 - Cost has reduced by 0.1%
 - Satisfaction has increased by 3% to 84%
 - Recycling has increased by 4.1% to 42.8%



What does this mean?

- To date we have met the challenge!
- Are we innovative?
- Are we good at managing change?
- Are we now more aligned with Society's need and wants?
- Are we more efficient in what we deliver?
- Is it a 'can do' approach?
- Is this sustainable?
- Is it enough?



Approaches Taken (1)

- Service Re-design
 - Integration at service and corporate levels
 - Efficient Processes
 - Logistics
 - Working Patterns
 - Use of Technology and Information
- Managed Supply
 - Elimination of excess, Reduction and Removal
- Managed Demand
 - Promotion and Education – manage expectation
 - Channel Shift
 - Early Intervention and Prevention
- Increase Income
 - Fees and Charges
 - Commercialisation
 - New Initiatives e.g. Renewable Energy



Approaches Taken (2)

- Alternative Delivery Models
 - Shared Services
 - Arms Length
 - Public/Private Partnerships
 - Third Sector and Communities
- Asset Management
 - Rationalisation and Disposal
 - Lifecycle Planning
 - Target Investment
 - Energy and Fuel Management
 - Community Asset Transfer
- Improved Procurement and Contract Management
- Organisational Culture.



Challenges/Influences - Internationally

- Global Economy
- Commodity Markets
- Energy/Fuel Markets
- Climate Change
- EU Policy
 - Air Quality
 - Waste Management
 - Product Certification



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Challenges/Influences - Nationally

- Continued Austerity
- Reduced Public Purse
- Government Priorities for Funding
- Council Tax Controls
- Demographics
- Welfare Reforms
- Community Empowerment
- Living wage
- Renewable Energy Subsidies
- Waste Policy & Recycling Charter
- Shared Services
- New Manifesto Commitments



Challenges/Influences - Locally

- Community Leadership
- Demographics
- Employment
- Deprivation
- Weather Emergencies
- Customer Expectations
- Identity of Environmental Services



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The Importance of Environmental Services

- At the historic core of Local Government.
- Remain central to the health, safety and prosperity of our communities.
- Successful societies are defined by their infrastructure.
- Investment today can avoid additional cost tomorrow!
- A proven record of success both historically and today.
- Effective Influencing is Key!



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Continued and Developing Plans (1)

- Continued Evolution of Current Service Initiatives
- Community Empowerment
 - Locality Planning and Devolution of Setting Priorities
 - Participatory Budget Setting
 - Community Asset Transfer
 - Community Delivery of Services
- Alternative Delivery Models
 - Community and Third Sector Models
 - Shared Services Across the Whole Public Sector
 - Arms Length Commercial Delivery
- Use of Data and Information Management
 - Targeted and Proportionate investment/delivery
 - Maximise Outcomes
 - Early Prevention and Intervention



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Continued and Developing Plans (2)

- Energy
 - Embrace new technology to reduce costs
 - Deliver income opportunities
 - Contribute to wider corporate objectives
- Asset Management
 - Targeted investment
 - Used by all of society including private sector
 - Used to generate income streams (capital and revenue)
- Commercialisation
 - New income streams
 - New employment opportunities
- A culture of opportunity and success



A New Environmental Services

- Recognised as a pillar of local well-being and prosperity
- Works with Public Sector partners to deliver a holistic approach to societal improvement
- Works in partnership with its communities
- Delivers services at the right time and in the right place
- Identifies and exploits commercial opportunities
- At the forefront of innovation



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Thank you for Listening



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