



What does the future hold for environmental services? *a Chief Executive's perspective*

Paul Jukes, Chief Executive
North Lanarkshire Council



Challenges

- Funding reductions
- Short-term financial planning
- National priorities, commitments policy decisions
- Service demands, inc ageing population
- Political influences
- Market pressures



- Public expectations
- Simultaneous demands
- Restrictive work practices
- Rigid structures
- Silo approach
- Limited ownership
- Inward looking
- Reactive
- Risk averse

Shared vision and focus

No objective = No direction = Unclear communication = Can't measure success



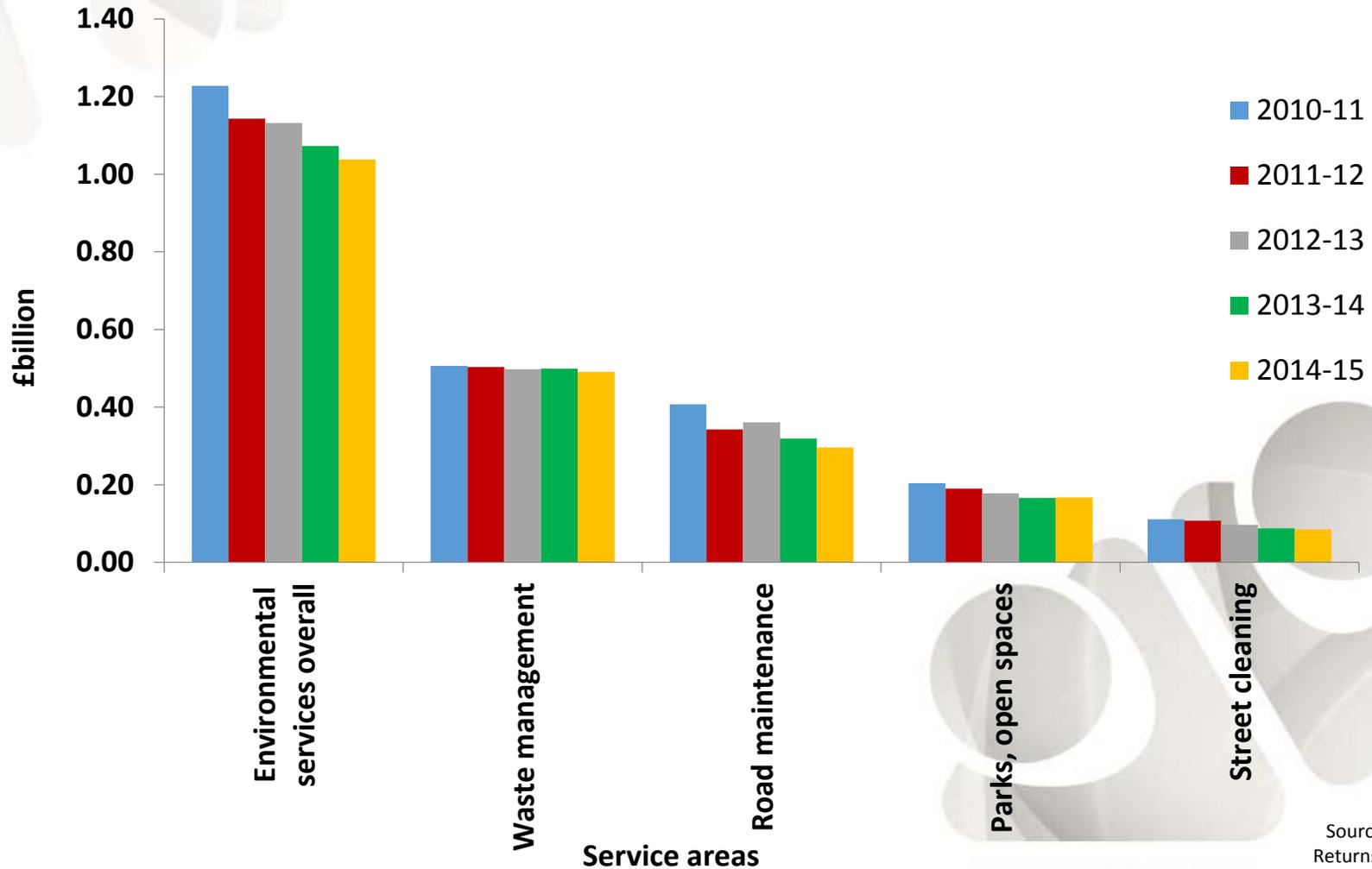
*Pressure
creates
tension*



*tension
creates
division*

More Leadership, not more Leaders

Local government expenditure across Scotland in environmental services overall and by service area: over the 4 years from 2010/11 to 2014/15



Source: Local Finance Returns (using deflator 2014/15 base)

Reconfiguring services

False starts!

- Shared services across councils
- Joined up thinking within councils
- Strategic approach and longer-term planning

What



- Clyde Valley Residual Waste project
- Synergies - grounds maintenance and street cleaning
 - other street scene activities and roadworks to better harmonise environmental asset management
 - fleet services across the organisation

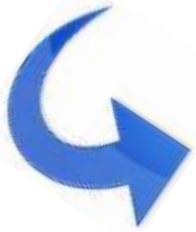
How

- Get serious and take the lead
- Stop being overly protective
- Be more creative, flexible, and proactive
- Take employees with you, do it "with them", not "to them"
- Address community expectations

Prioritising delivery

- Look at the bigger picture
- Wider public sector focus
- Clear straightforward priorities

What



- Future of transport networks - volume of vehicles on roads expected to increase 46% from 2010 to 2040
- Outsourcing - learn from the experiences of others
- Workforce planning must reflect council priorities

How

- Modernise fleet, equipment, and technology to make it work for us
- Invest in employees to ensure appropriate level of knowledge, skills, capabilities to deliver services differently in the future
- Strengthen community involvement in planning, managing and delivering services

Maintaining focus

- Legislation (statutory/regulatory)
- National priorities / commitments
- Political influences

What



- Climate Change Duties
- Zero Waste Strategy and Task Force
- Code of practice - Household Recycling In Scotland
- Sustainability
- Landfill ban 2021

How

- Don't allow £ or national influences to consume thinking, focus on services, not cuts
- Challenge ourselves and others
- Keep employees informed on priorities
- Strengthen feedback to communities

Public perceptions



genius idea build the scaffolding round my bins which didnt get emptied today



John Kellighan Well done with the updates. Very useful and reassuring to know the roadmen of North Lanarkshire are always vigilant. There will always be plonkers waiting to knock you, but do a great job.

April 13 at 2:48pm · Like · 🔄 7



Caroline Dabernig Thank you for keeping us informed over winter the updates were very helpful enjoy your weekend x

April 13 at 3:06pm via mobile · Unlike · 🔄 1



Liisaah Kennedy 🗿🗿🗿 idiots

Like · Reply · 🔄 1 · February 29 at 5:18pm



Anne Garvie Typical council eh

Like · Reply · 🔄 1 · February 29 at 5:19pm



**“tell me and I will forget,
show me and I will remember,
involve me and I will understand”**

Benjamin Franklin [1706-1790]



articulate ✦ sensitive ✦ proactive ✦ inspiring ✦ realistic ✦ evaluate

The 7 most expensive words in business:

" We have always done it that way "

Catherine DeVrye, Australian Executive Woman of the Year,
#1 best selling author and global speaker on service quality and change

Change is inevitable, although progress is not
so now is the time to stand up and be counted ...



*... are you up for change,
or just talking about it?*

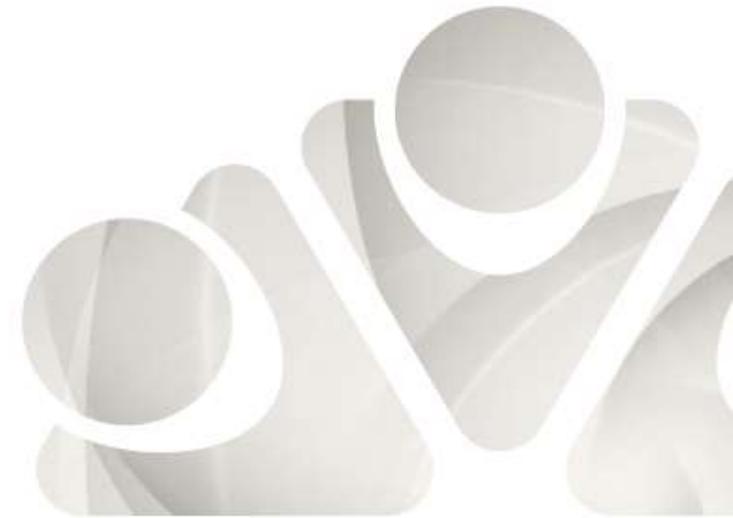
articulate * sensitive * proactive * inspiring * realistic * evaluate





**“life begins at the end
of your comfort zone”**

Neale Donald Walsch



articulate ✦ sensitive ✦ proactive ✦ inspiring ✦ realistic ✦ evaluate