



What is the outlook for local government refuse, fleet, streets and parks services?

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APSE



The road to 2020

A manifesto for the Ensuring Council



What will local government look like in 2020?

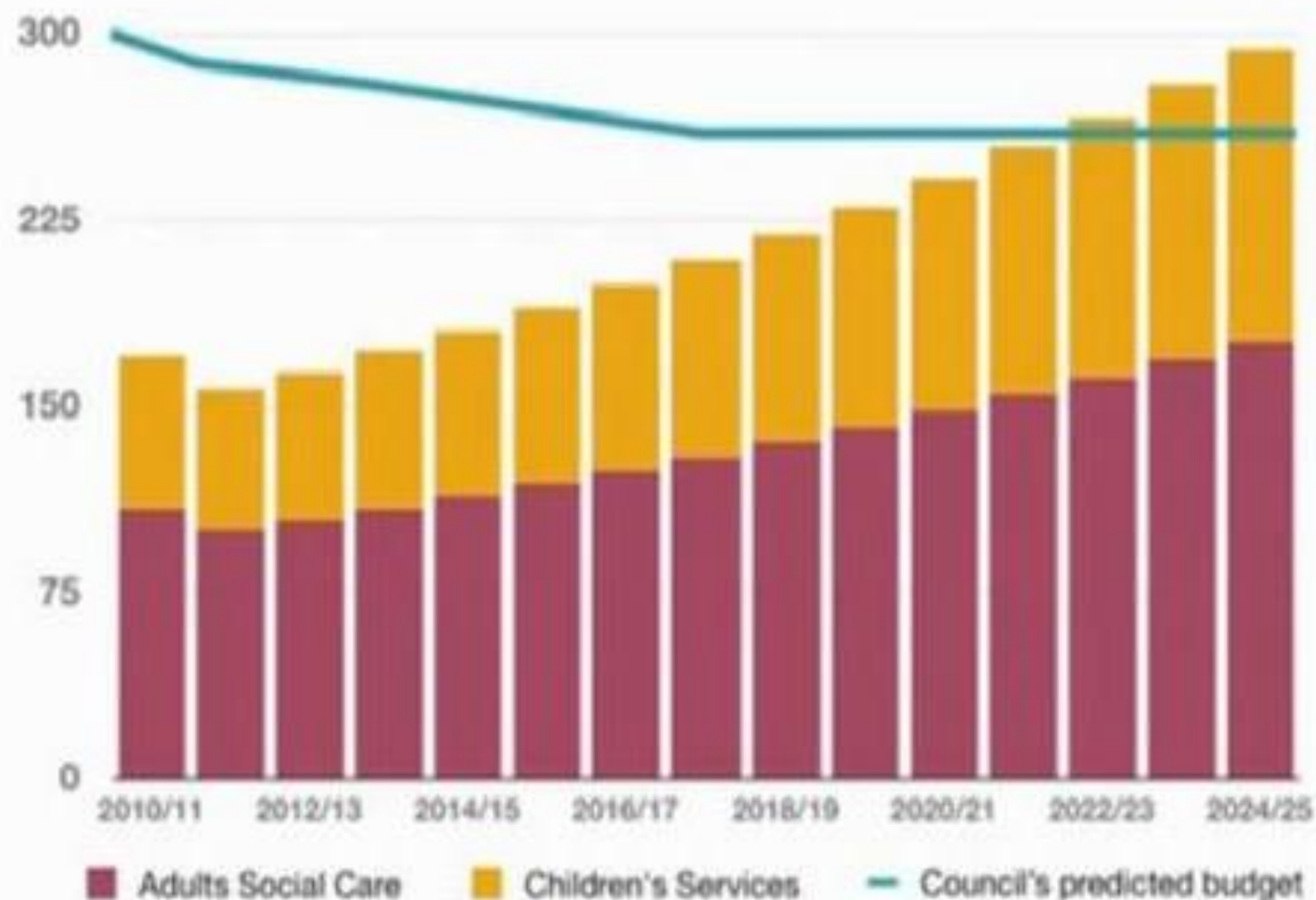


Defining an Ensuring Council

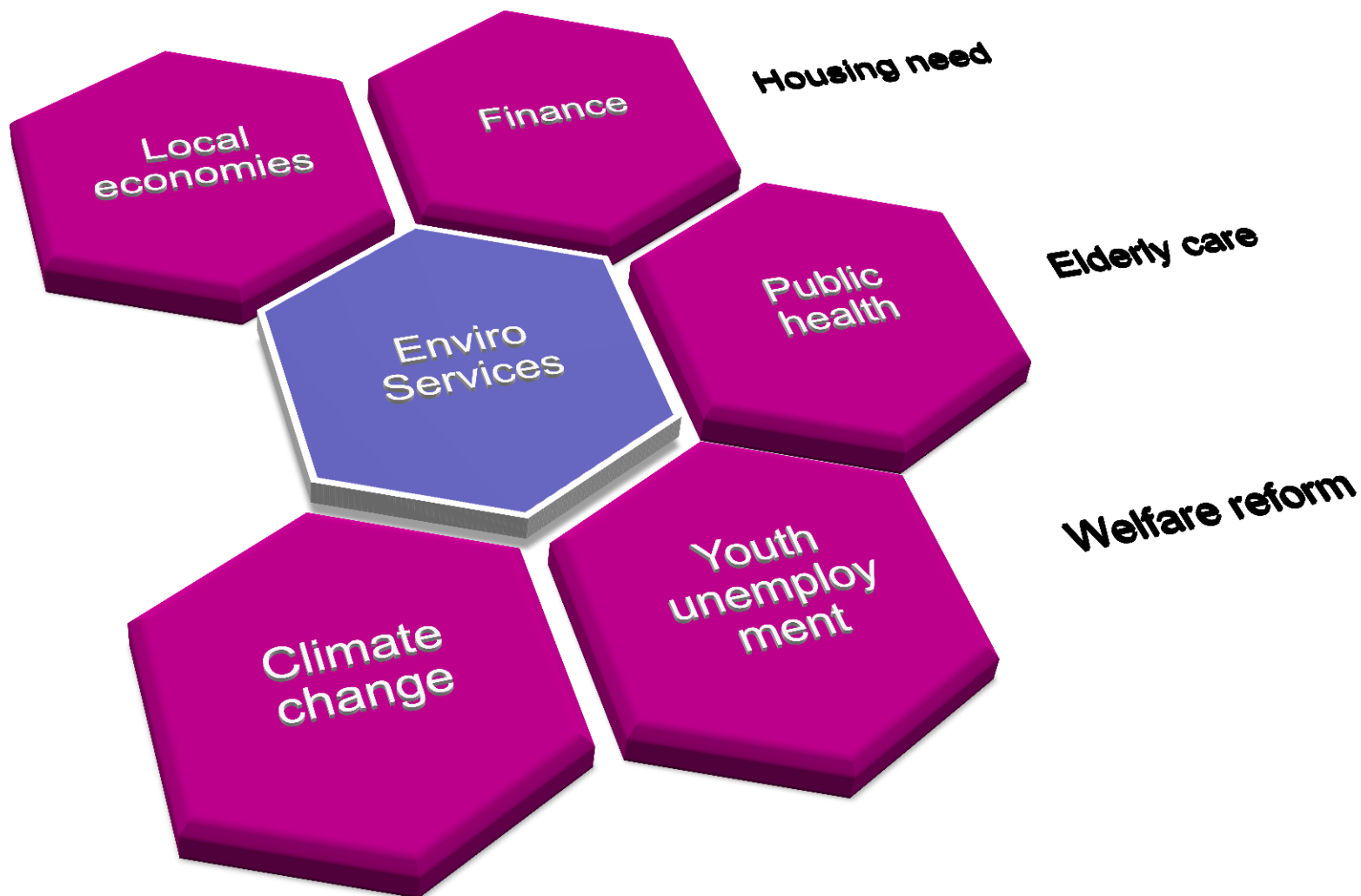


- Exercising stewardship
- Retaining core capacity
- Municipal entrepreneurship
- Collaboration not competition
- Primacy of politics
- Promoting social justice

The 'Graph of Doom'



Public policy challenges



The challenges



76% think that funding will decrease by over 5% in the next 5 years
56% said visitor numbers to formal parks during the past year has increased



Majority expect to see a reduction in their service budgets of up to 5% or 10% over the next 5 years
55% of respondents expecting increases in recycling of other materials



77% think that funding will decrease by over 5% in the next 5 years
77% think that cleanliness standards have decreased or stayed the same during the past year



55% expect the budget to decrease over the next 12 months
68% expect the workload of the transport section to increase or increase significantly over the next 12 months

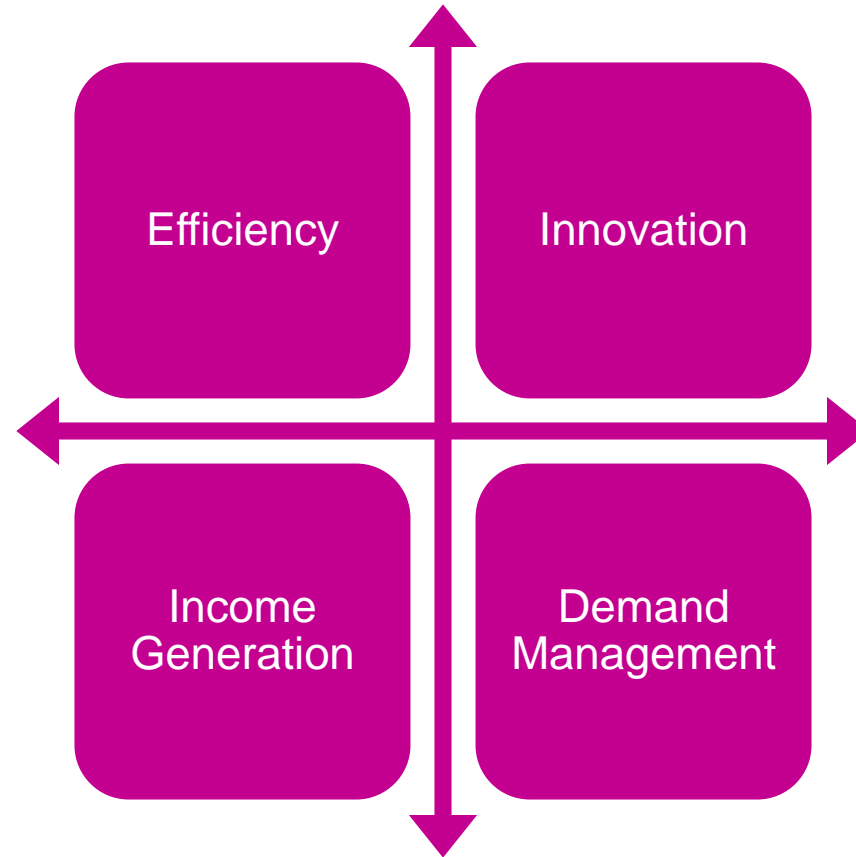


Financial Armageddon or Managed Transformation?

***Where next for local government's
front line?***



The pillars of excellence

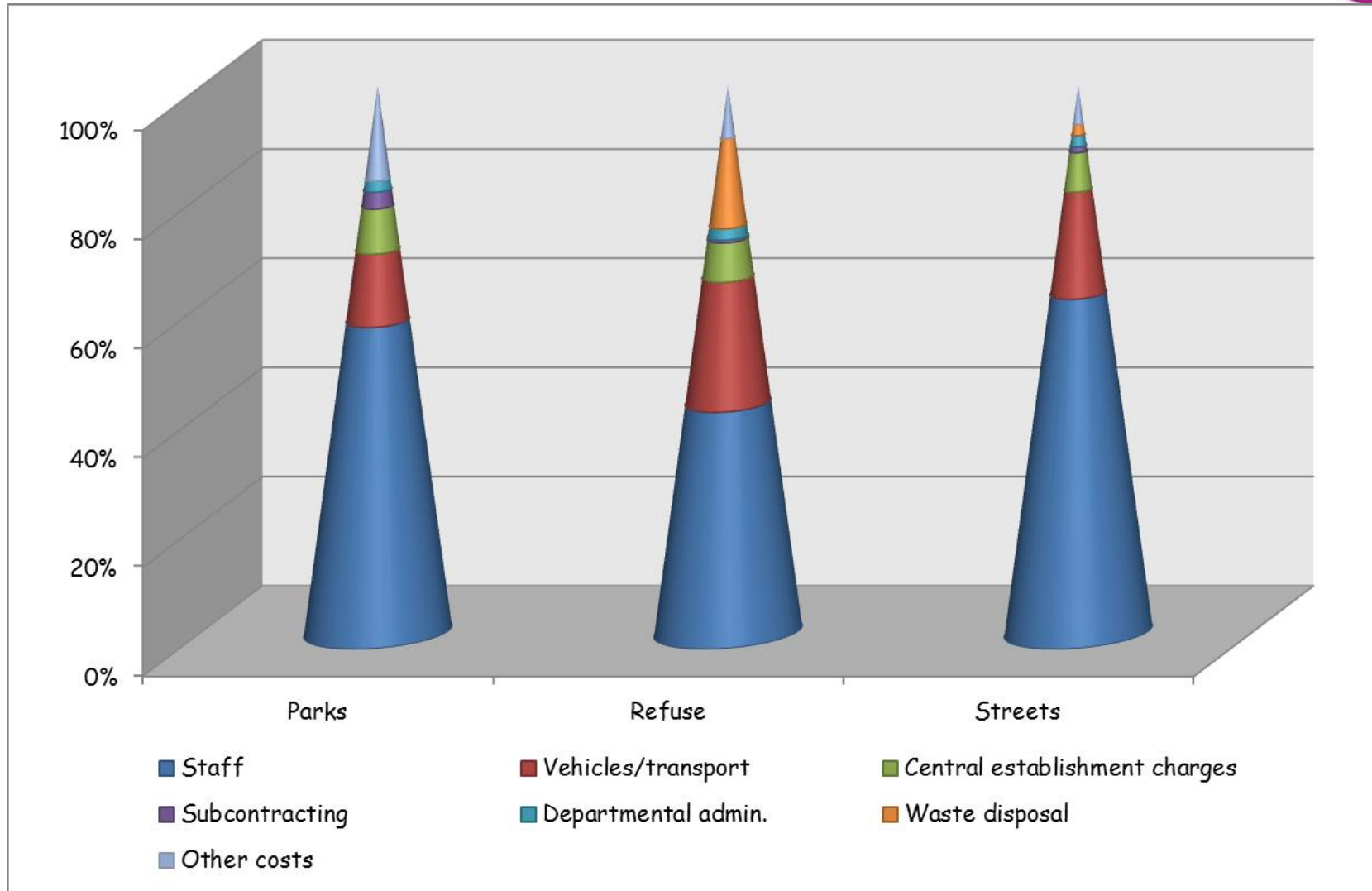


Efficiency



- Reduction in staff, hours and overtime
- Changing working days and shift patterns
- Diversification of staff roles and use of mobile teams
- Reductions in maintenance frequency for parks and street cleansing
- Changes to waste collections e.g. co-mingling and reduced collection frequency
- Reduction in work and specifications
- Review of bring banks and civic amenity sites
- Review of cleansing routes/route optimisation
- Stopping certain services e.g. graffiti removal
- Redesigning spaces
- Review of plant, vehicles and equipment
- Reduction in fleet size
- Increased pool cars to reduce mileage claims
- Review of use of buildings and energy efficiency
- Alternative service delivery models and shared services/merging services

Where the costs are...





9
E9Fun.com



The new Cleaning Vehicle

Income generation



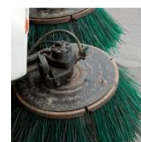
80% intend to increase fees & charges over next 2-3 years

- Sports pitch lettings (91%)
- Allotments (70%)
- Festivals/concerts/events (68%)
- Cafes in parks (66%)
- Bowling greens (64%)
- Ice cream vans/mobile caterers (60%)
- Fairgrounds (58%)
- Renting buildings and land (49%)
- Sponsorship (43%)
- Tennis courts (42%)
- Boot camps (32%)
- Mini golf (28%)
- Golf course green fees (26%)
- Sale of land (26%)



56% indicated that they have income generation schemes

- Selling recycling materials (97%)
- Renewable energy (9%)
- Anaerobic digester (6%)
- Solid fuel recovery (3%)



43% answered that they have income generation schemes

- Property clearance
- Private sector cleansing
- Cleansing for developers
- Sponsorship & advertising
- Events e.g. sporting events
- Care of garden charging
- Other in-house sections e.g. parks
- Services to parish councils
- Other public services e.g. NHS



50% currently sell their services outside of the local authority and over 20% considering it as an option

- Taxi testing (53%)
- MOT services (60%)
- Commercial body shop facility (11%)
- Authorised testing facility for VOSA testing (19%)
- Driver training (72%)
- CPC approved training provider (26%)

Municipal entrepreneurship



Local authority

Innovative public services ahead

NO

Bureaucracy

Inefficiency

Stick-in-the-mud attitudes

Municipal Entrepreneurship



- West Lindsey – the entrepreneurial council
- Tayside Contracts – shared services
- Wrexham – renewable energy
- Shropshire – shire services trading
- Hertsmere – Elstree studios
- Hull – Kingstown works limited
- Swansea – service redesign

Innovation

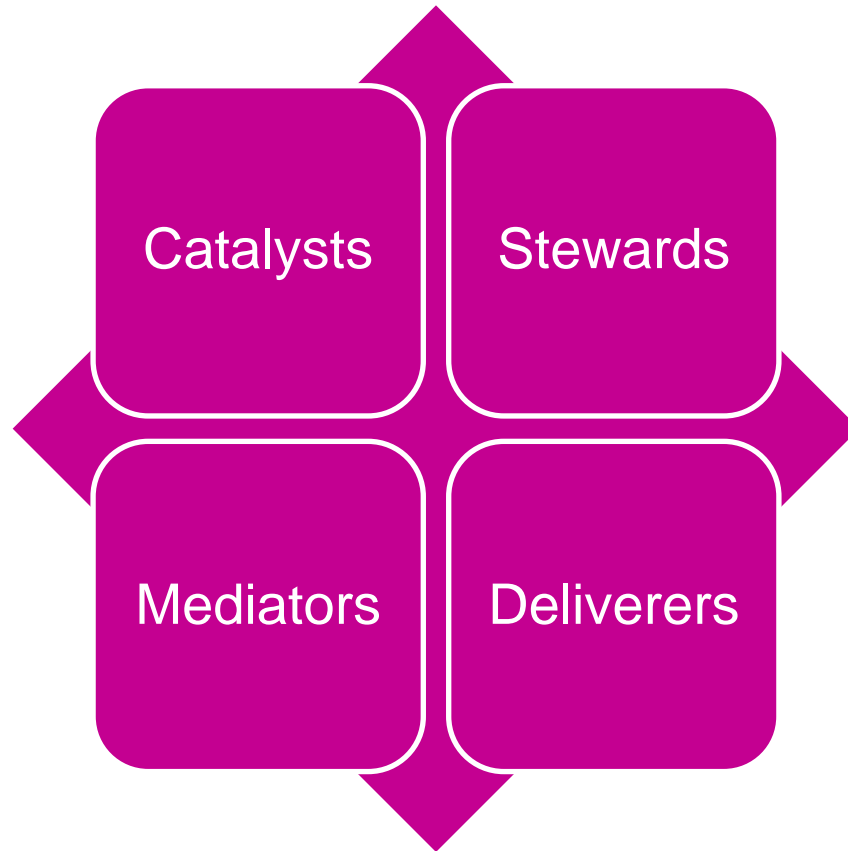


Innovation on the frontline:

How engagement with the local government workforce can improve service delivery in austere times



Who are the public entrepreneurs and innovators?



Demand management

The logo for 'apse' is located in the top right corner. It consists of the word 'apse' in a white, lowercase, sans-serif font, enclosed within a purple oval shape.

Where from?

- Customers
- Volunteers
- Local people who complain
- Local people who don't complain
- Local politicians
- Government

Purpose

- Health benefits e.g. outdoor gym, sports pitches, boot camps
- Social benefits e.g. cafes
- Activities/education for young people
- Generate income e.g. events, weddings
- Contribution to economic well-being of an area

Managing demand

- Friends of parks to share maintenance
- Roping the users in
- Channels of engagement – facebook , texts etc
- Reducing demand on other services

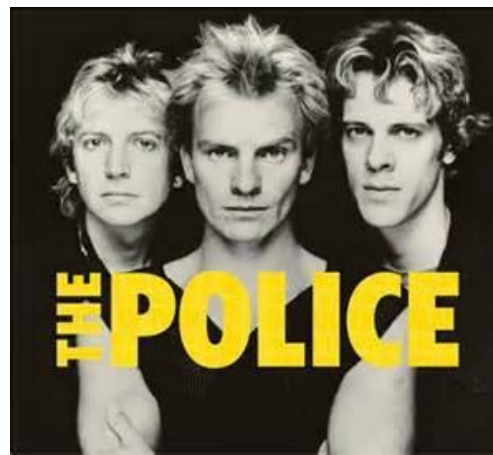




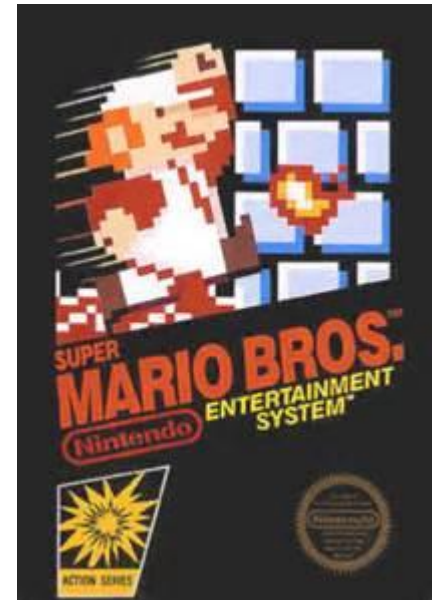
PARKS

STRANGELY, THIS ONE IS EMPTY

I ♥
80's



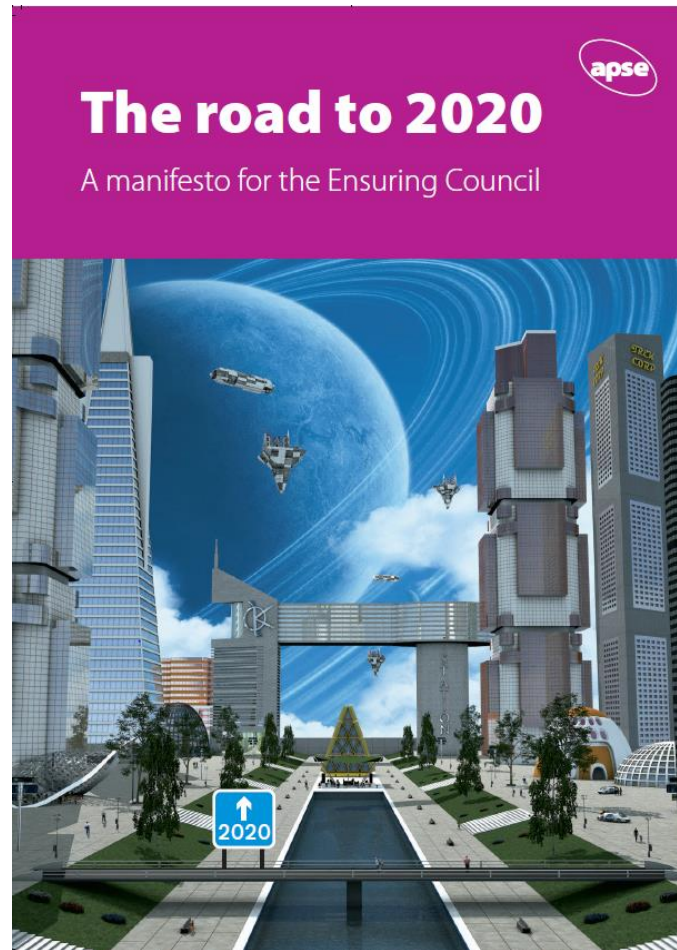
Beyond Enabling



Principles of the Ensuring Council



Principles	What does this mean in practice?
Stewardship	Ensuring the social, economic and environmental well-being of the local area
Core capacity	Maintaining advantages of in-house services to meet local needs
Municipal entrepreneurship	Opportunities for innovation and income generation
Collaboration	Working with other providers on a collaborative basis rather than through competition
Politics	Grounding local decision making in political accountability
Social justice	Meeting the needs of the community



LOCAL SERVICES

LOCAL SOLUTIONS



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