



# **What will local government service provision look like in 2020?**

Mark Bramah, Assistant Chief Executive



# The road to 2020

A manifesto for the Ensuring Council



# What do we mean by ensuring?



“I prefer the concept of the “**ensuring state**” to that of the “**enabling state**”. The idea of the enabling state suggests that the role of the state is confined to stimulating others to action and then letting them get on with it. The ensuring state is an enabling state, but one that is expected or obligated to make sure such processes achieve certain defined outcomes.”

**Professor Anthony Giddens, The Politics of Climate Change Sept 2008**



# Definitions

- **Ensuring** – To make sure or certain/to make safe or secure/protect.
- **Enabling** – To make feasible or possible/to give legal power, capacity or sanction to.
- Ensuring means it is your responsibility, enabling means you give somebody else the responsibility.

# Difference between Enabling and Ensuring



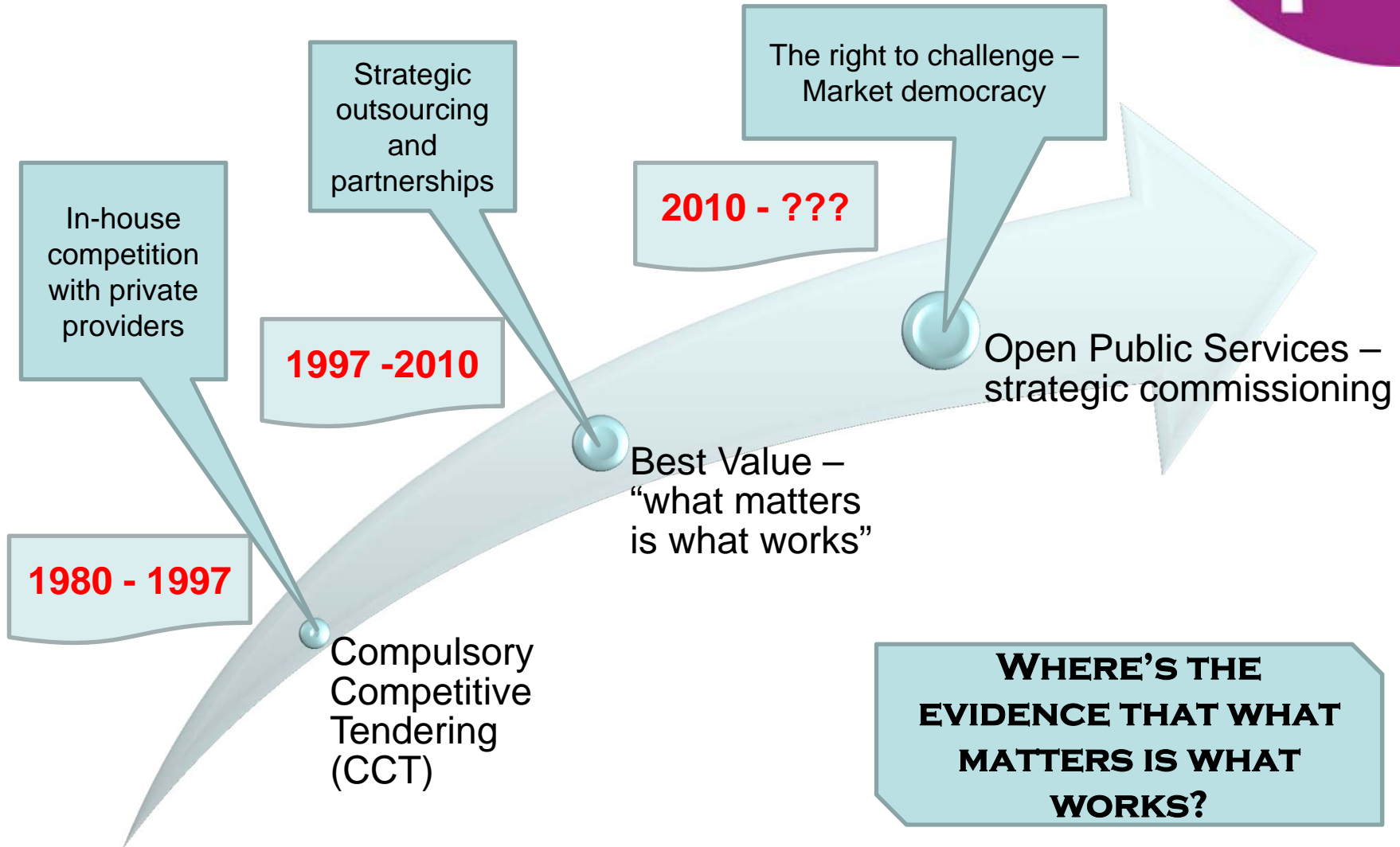
## Enabling

- Markets
- Competition
- Consumers
- Purchaser/provider
- Steering not rowing
- Minimum provision
- Outsourcing
- Contracts
- Choice

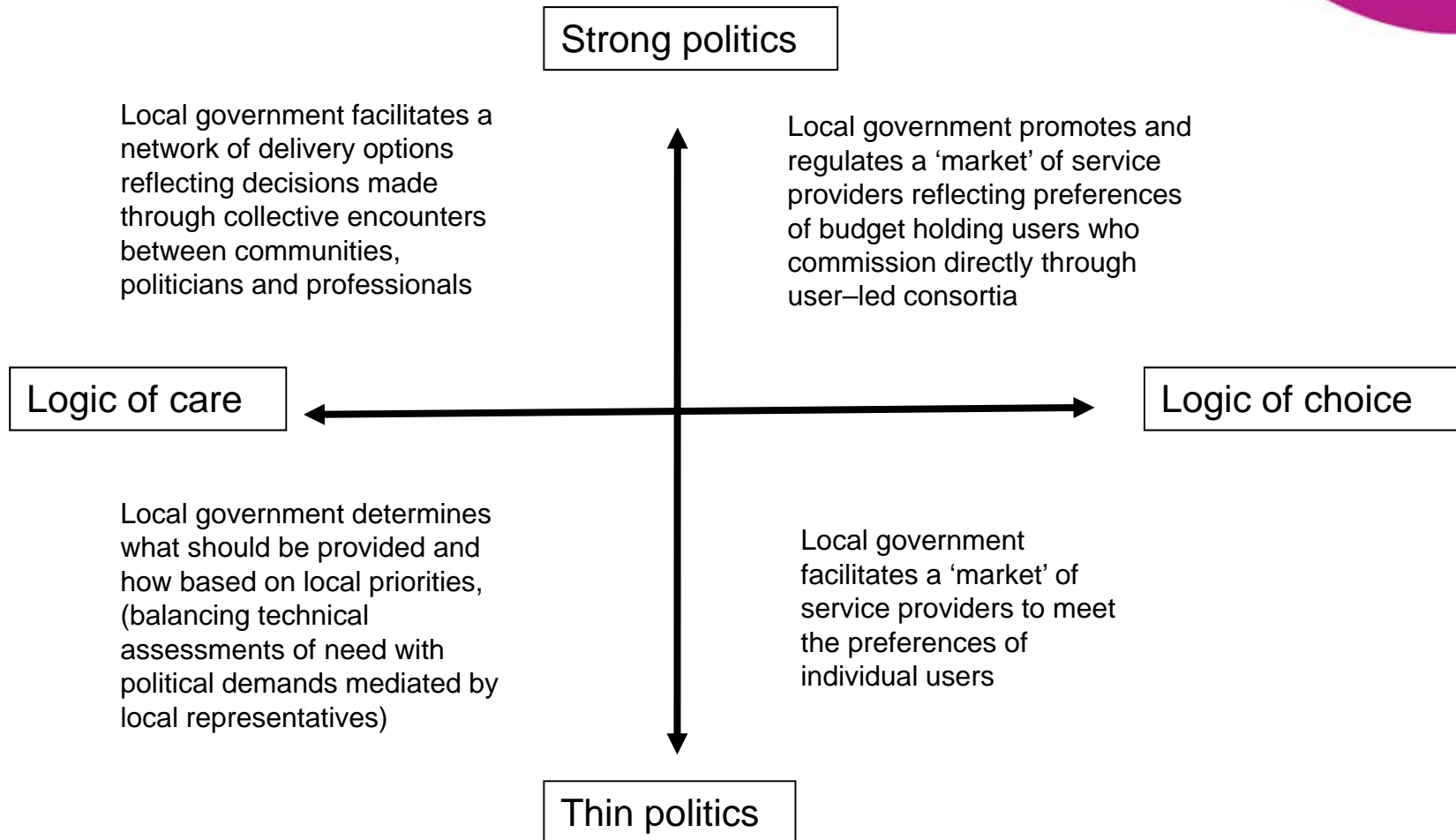
## Ensuring

- Stewardship
- Public value
- Citizens
- Service integration
- Civic entrepreneurialism & innovation
- Capacity & Knowledge
- Collaboration
- Social justice

# Continuity and change



# Options for enabling





# Ethos of ensuring



**Stewardship** - ensuring the social, economic and environmental wellbeing of the local area, which is the principal role of the ensuring council.

**Core capacity** - maintaining the strategic advantages of in-house services to meet local needs.

**Municipal entrepreneurialism** - capturing opportunities for collaborative innovation and income generation.

**Collaboration** - working with a range of service providers on a collaborative basis rather than through competition.

**Politics** - grounding local decision making in political accountability.

**Social justice** - ensuring the values of local government are founded on equality and meeting community needs.



# What are the big public policy challenges?



- Fiscal austerity and public spending cuts.
- Climate change and carbon emissions.
- Public health and well being.
- Resilient local economies.

# But what is the outlook?



- 2013 spending review – local government budgets to be cut by a further 10%.
- Climate Change Act 2008 – reduce green house gas emissions by at least 80% by 2050.
- Health problems associated with being overweight or obese cost the NHS more than £5bn each year.
- UK economic output measured as GDP increased by 0.8% between July and Sept.

# Where has the axe fallen



## Councils fear for services in £2.1bn cut to budgets

Local authorities warn that essential services would be stretched to breaking point as spending review slashes budget by 10%

---

Patrick Butler, social policy editor  
The Guardian, Wednesday 26 June 2013 21.22 BST

---

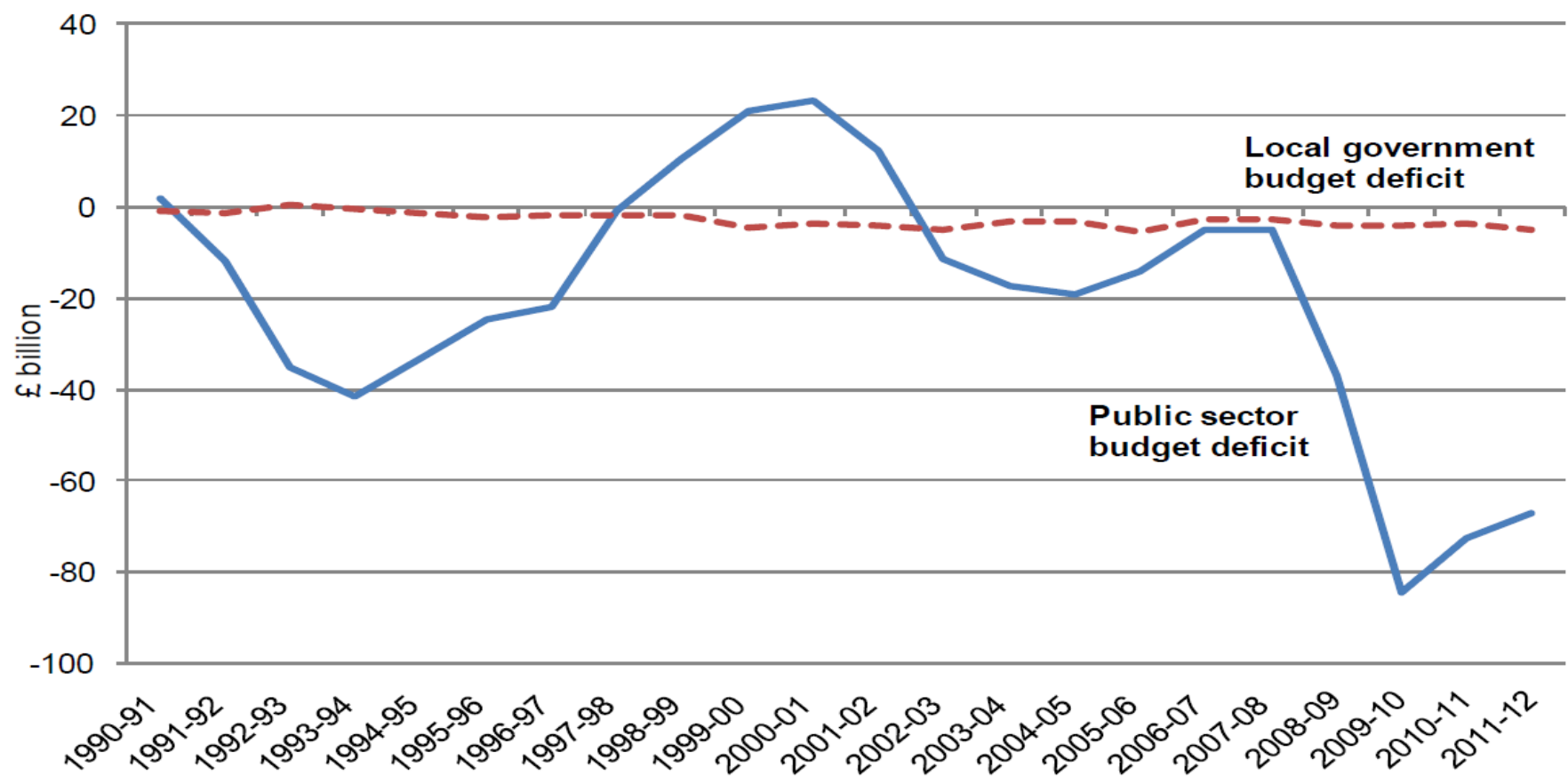


Sir Merrick Cockell, chairman of the Local Government Association, warned that the 'cash cut comes on top of the 33% real-terms cut already made to council budgets'.  
Photograph: Sean Smith for the Guardian

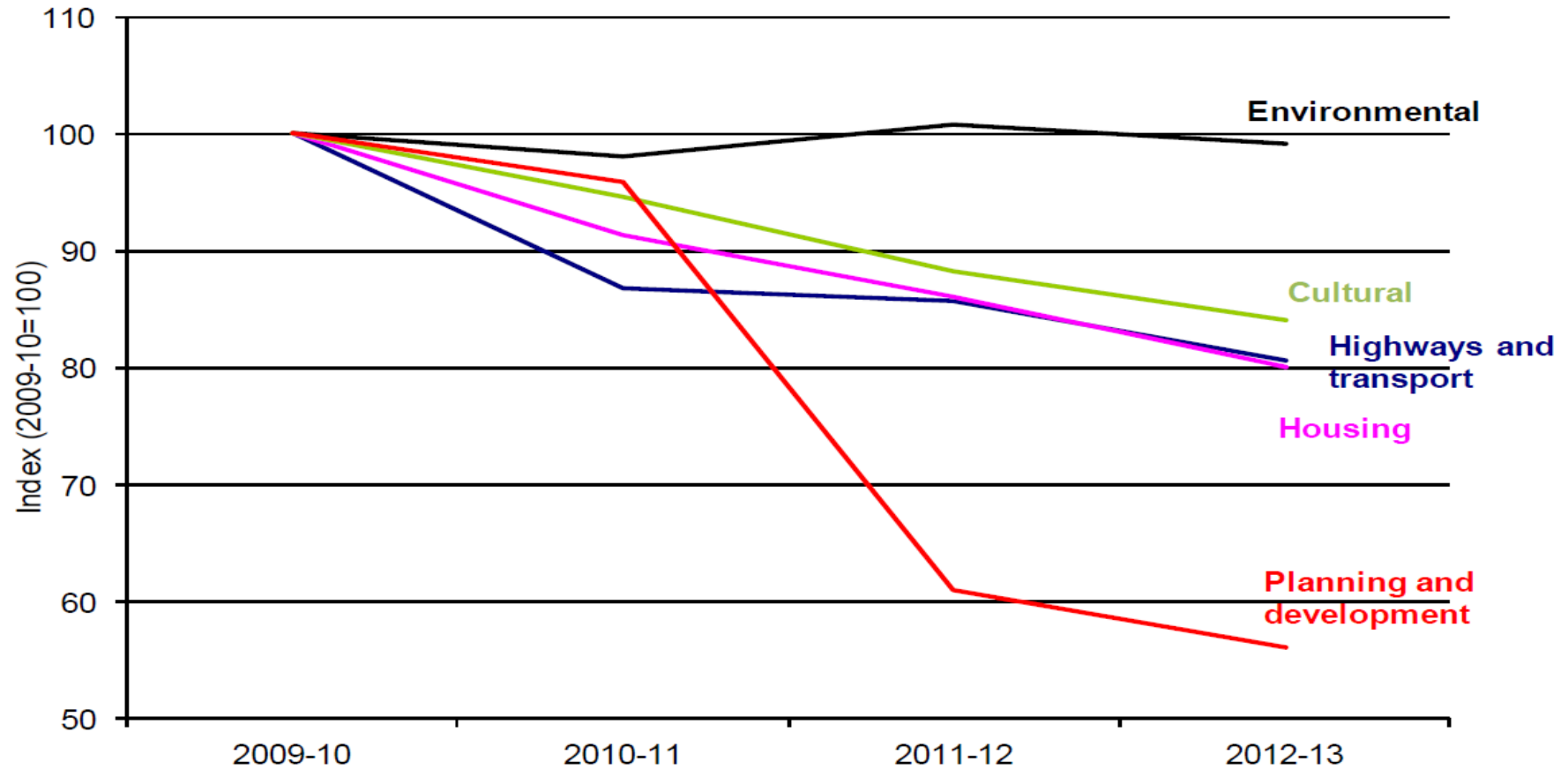
“So far, local authorities have largely restricted the impact of cuts to discretionary areas such as cultural and environmental services, with councils working hard to protect spending on social care for children and the elderly. Yet even these areas are now facing reductions and that impact will only increase in line with any further cuts.”

Sir Merrick Cockell, March 2013

# Local government consistently balances its budget



# Services that support growth are being cut most



# What does that all mean?



# Environmental services – lets consider litter



- Costs of street cleansing – 30 million tonnes of litter which KBT estimate costs local government over £1bn per year.
- In Scotland a study by Dr. Chris Sherrington in October 2013 showed that the direct costs of litter and flytipping were £53m (Clearance, enforcement and education).
- But the indirect costs in terms of impact on property values, crime, mental illness and environmental quality were estimated at anything between £73m and £770m I loss of amenity.

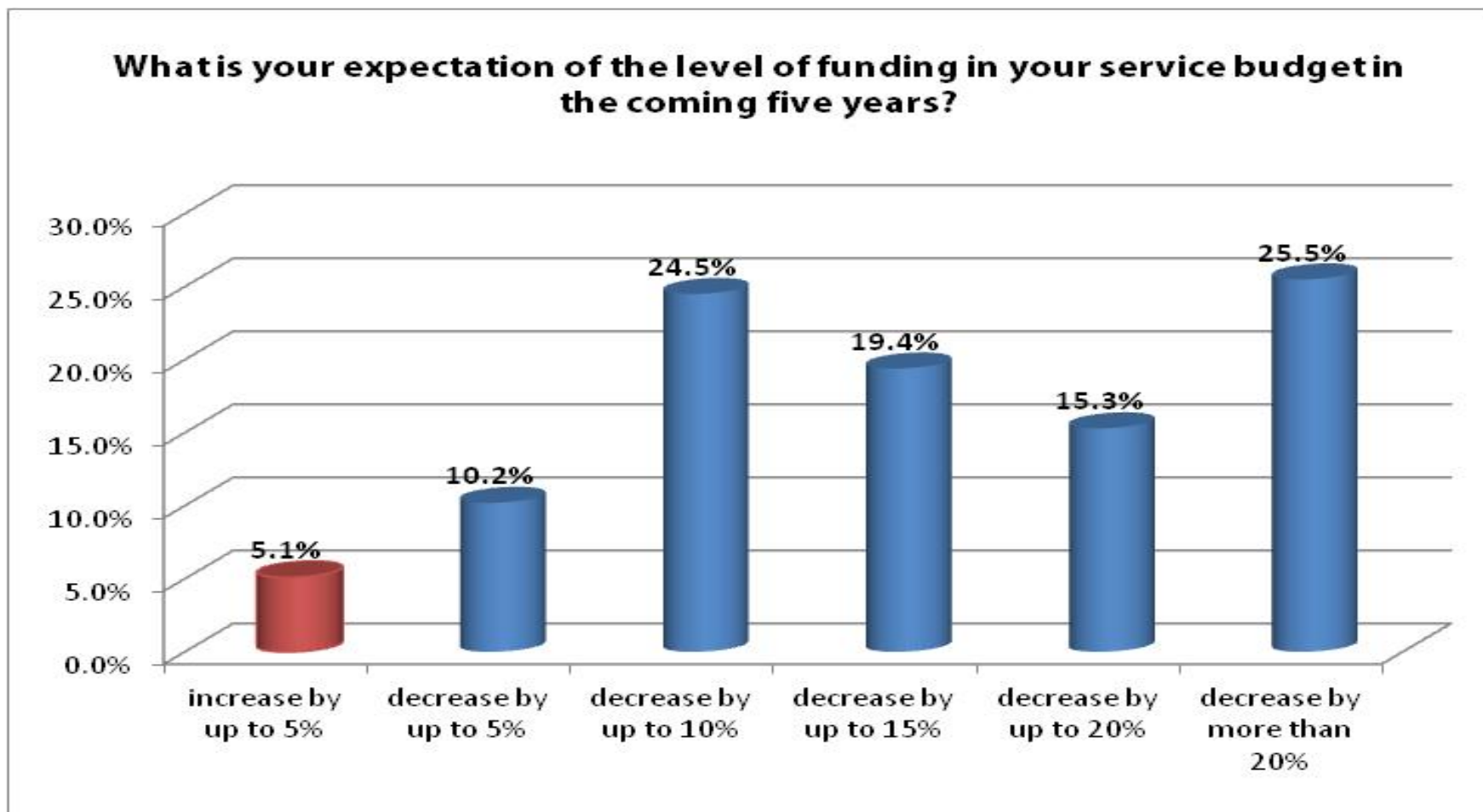


# Parks state of the market

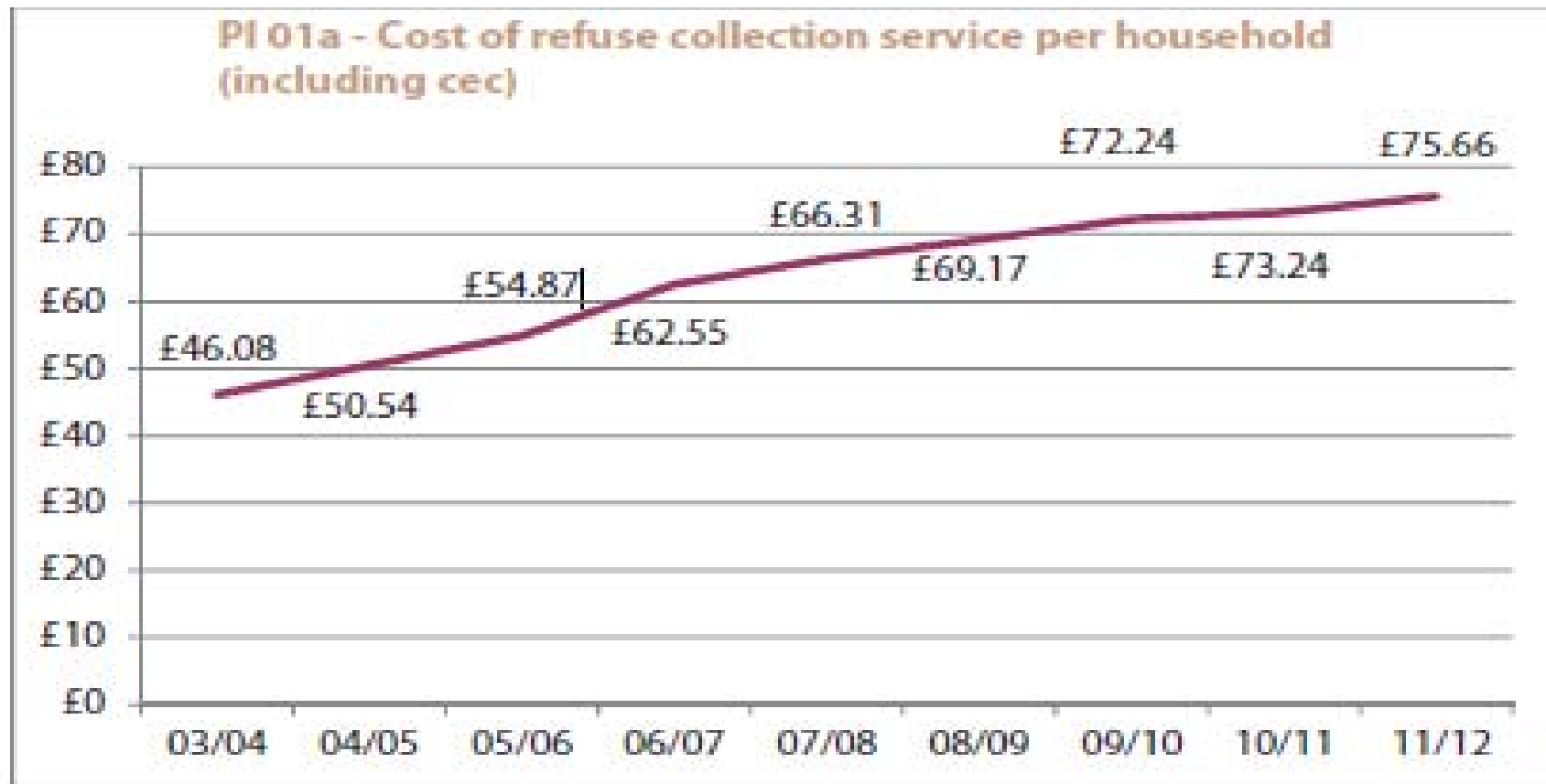


Answer Options	Disagree Strongly	Disagree	Agree	Agree Strongly	No Opinion
The squeeze on public sector resources is affecting parks disproportionately to other service areas	0.0%	30.9%	30.9%	<b>34.5%</b>	3.6%
Reductions in funding has resulted in a withdrawal of maintenance from some land and an increase in 'natural' areas*	0.9%	18.9%	<b>42.3%</b>	36.0%	1.8%
Lack of investment in parks will have health and social impacts	0.0%	1.8%	39.1%	<b>59.1%</b>	0.0%
There is a clear link between parks/play provision and levels of crime/anti-social behaviour*	0.9%	9.1%	<b>45.5%</b>	36.4%	8.2%
There's a limit to the extent to which volunteers can be involved in delivering parks services	1.8%	7.2%	31.5%	<b>59.5%</b>	0.0%
Environmental issues are a priority for parks services	0.0%	9.1%	<b>53.6%</b>	35.5%	1.8%
The public should get free access to all parks	0.0%	10.9%	20.9%	<b>62.7%</b>	5.5%

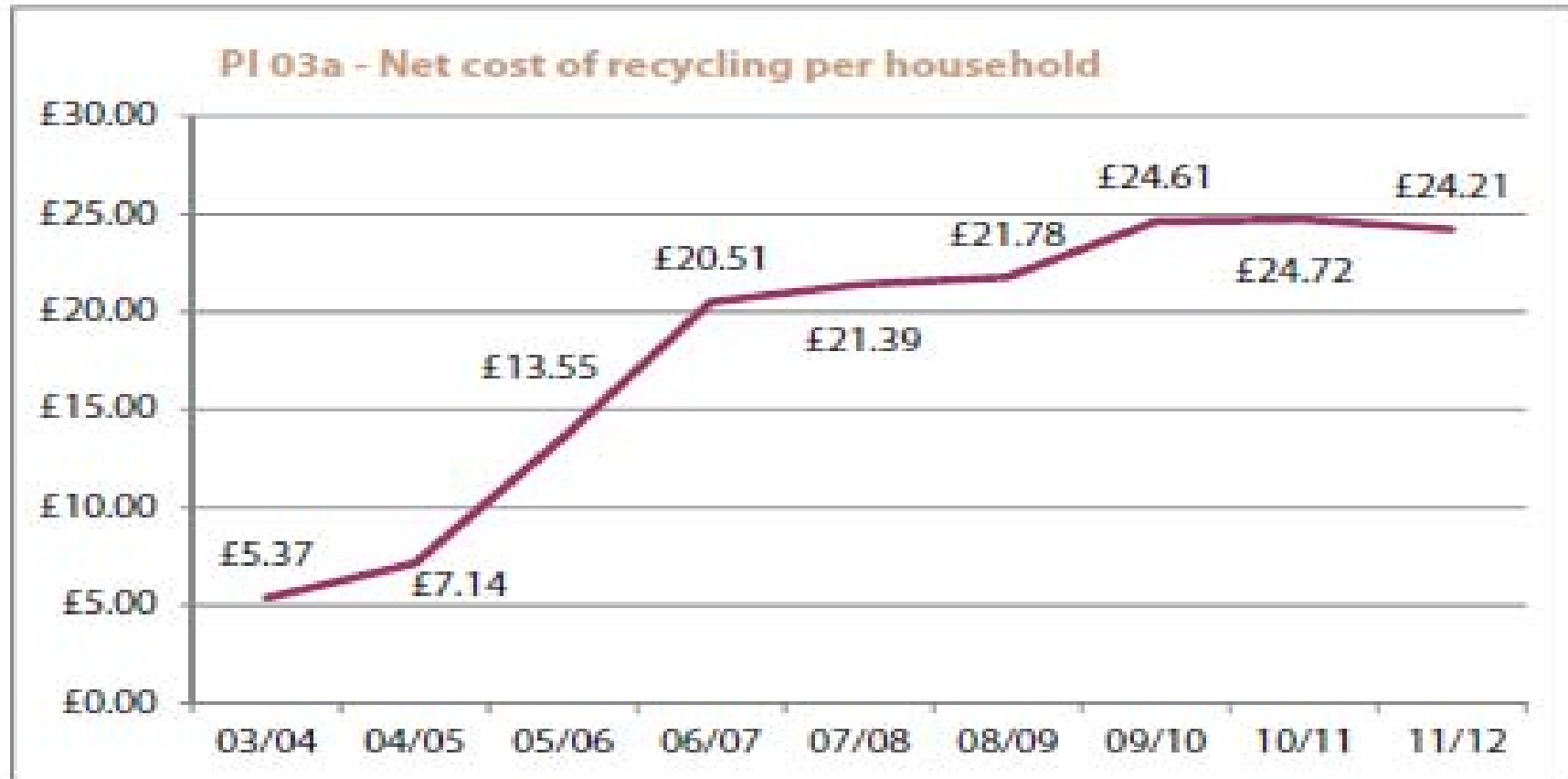
# Budgets are going down



# Cost of refuse collection continues to rise



# As does the cost of recycling



# What does the road to 2020 look like?



# 10 steps to the ensuring council



1. Sustainability and municipalisation of local energy.
2. House building programme to tackle waiting lists and supply side problems.
3. Strategic approach to core capacity including retaining in-house services and better regulation of other providers.
4. Embracing municipal entrepreneurialism and income generation.
5. Benefitting from a smart intelligence system.
6. Driving sustainable economic growth and local job creation.
7. Working with local communities to empower individuals and co-author services.
8. Addressing market failure and supporting citizens to exercise community rights.
9. Working in collaboration across geographical boundaries with other local authorities and the private and voluntary sectors.
10. Acting as an exemplar of social justice and using its capabilities to influence its partners.

# What does the ensuring council look like in practice?



- Nottingham City Council is ensuring a low carbon future by expanding the city district heating system.
- Midlothian Council is ensuring the problem of 3,000 people on its waiting list is directly addressed by building its own homes.
- Stockton Council is ensuring public health improvements by training all frontline staff to deliver lifestyle related health interventions.
- Kingstown Works Limited, a local authority company delivering building maintenance and repairs, has ensured financial sustainability by trading with other organisations and generating a £3m surplus.
- Cheshire East Council is using its position as a large local employer to ensure youth employment opportunities.
- Bolton Council is ensuring children have access to a nutritious meal each day by subsidising primary school meals.
- Ashfield District Council ensures its staff receives a living wage, which sets an example to local employers.



# Why environmental services matter to local communities?



## Volunteering



### Rochdale Council's Green Volunteer scheme

Help make a lasting difference through environmental and countryside projects across the Borough.

You can choose from activities like restoring the herbaceous flower borders at Springfield Park to planting trees and woodland management at Mandale Nature Park.

Something for everyone who is happy to get their hands dirty for a good local environmental cause.



**LOCAL SERVICES**

**LOCAL SOLUTIONS**



# Contact details

**Mark Bramah, Assistant Chief Executive**

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

**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**

**web: [www.apse.org.uk](http://www.apse.org.uk)**



INVESTOR IN PEOPLE



ISO 14001  
REGISTERED FIRM

**GB 11409**



ISO 9001  
REGISTERED FIRM

**GB 11132**



ISO 27001  
REGISTERED FIRM

**GB 14074**