



**‘The first one hundred days .....and beyond’  
– strategic issues influencing the new councils**

Paul O’Brien, Chief Executive,  
APSE

# New authorities



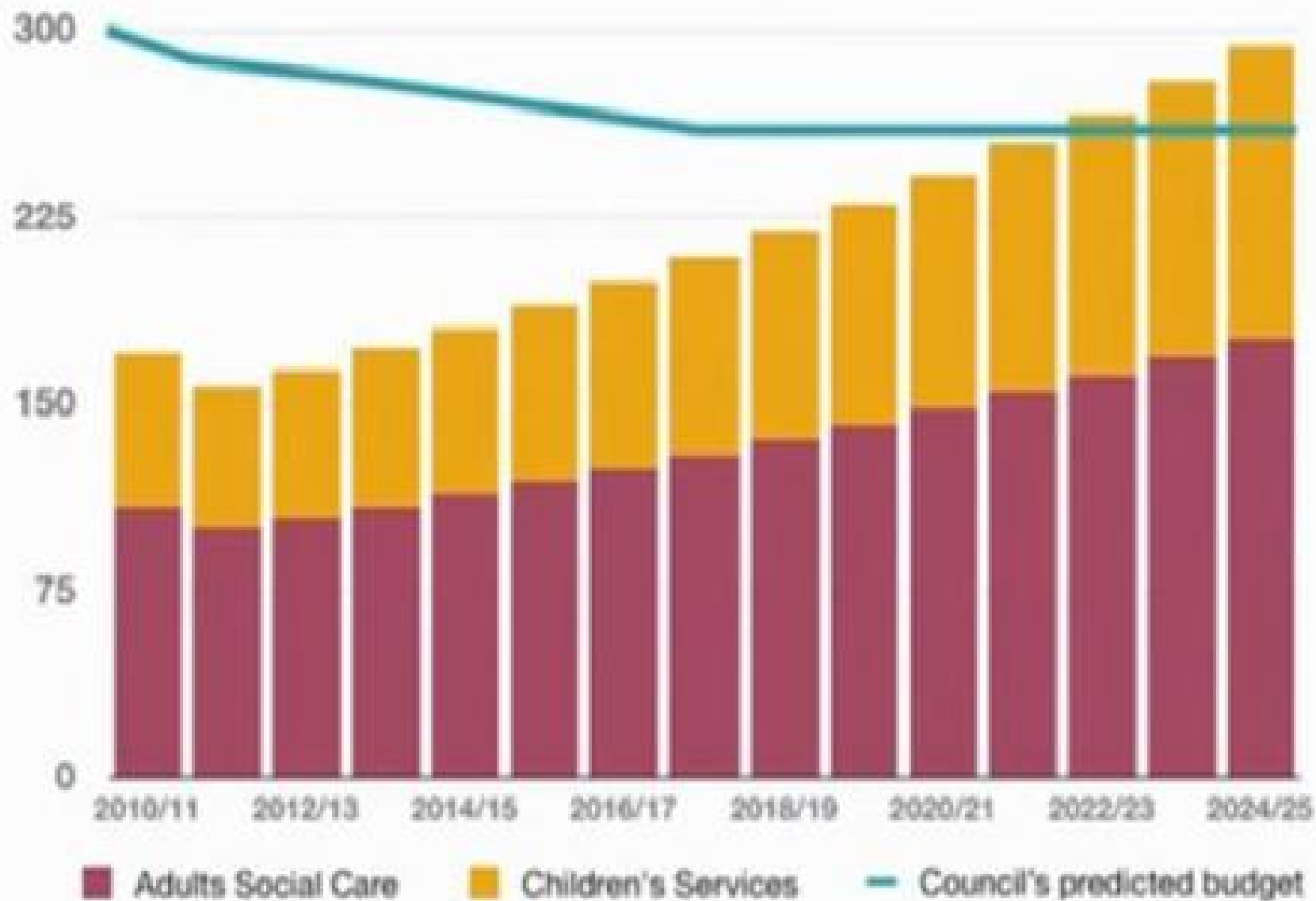
[www.apse.org.uk](http://www.apse.org.uk)

# Transition before transformation



- Organisational culture
- Change
- Vision
- Moulding a new identity
- Management structures
- Harmonisation
- Transformation

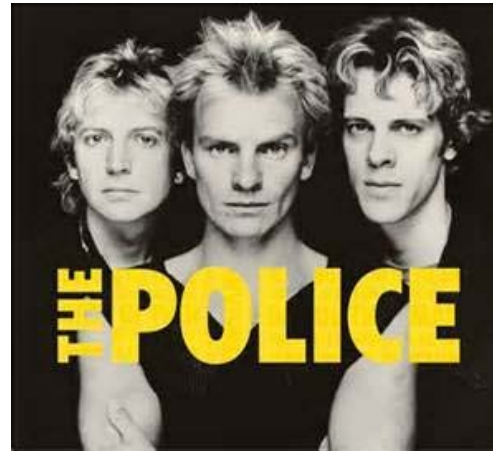
# The 'Graph of Doom'



# Approaches



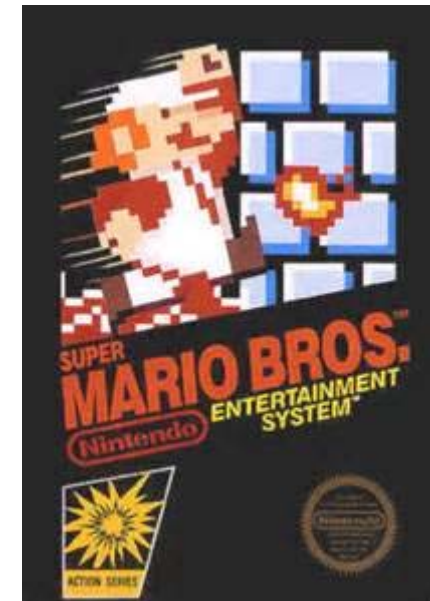
I ♥ 80s



# Beyond Enabling



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



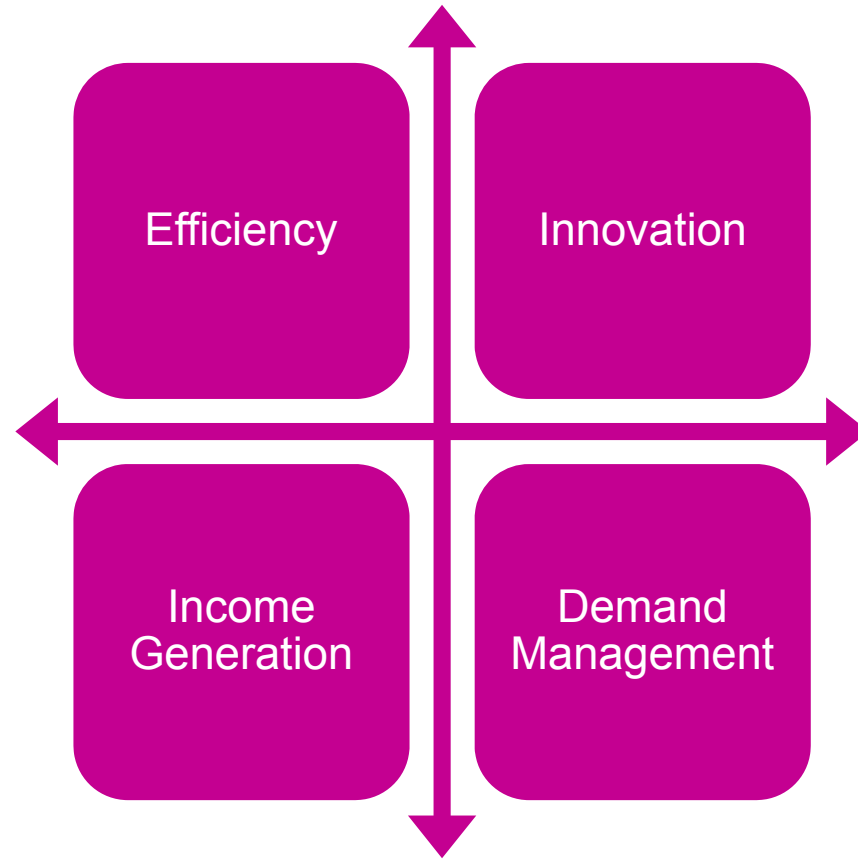


# The road to 2020

A manifesto for the Ensuring Council



# The pillars of excellence





# Efficiency



Shared Services

Procurement

Workforce matters

Outsourcing

Shared management teams

Reorganisation

Total Place

Performance management /  
Process Benchmarking

Competitiveness Continuum

Lean / Systems / Six sigma / BPR

Green energy / renewables

Insourcing

Arms length

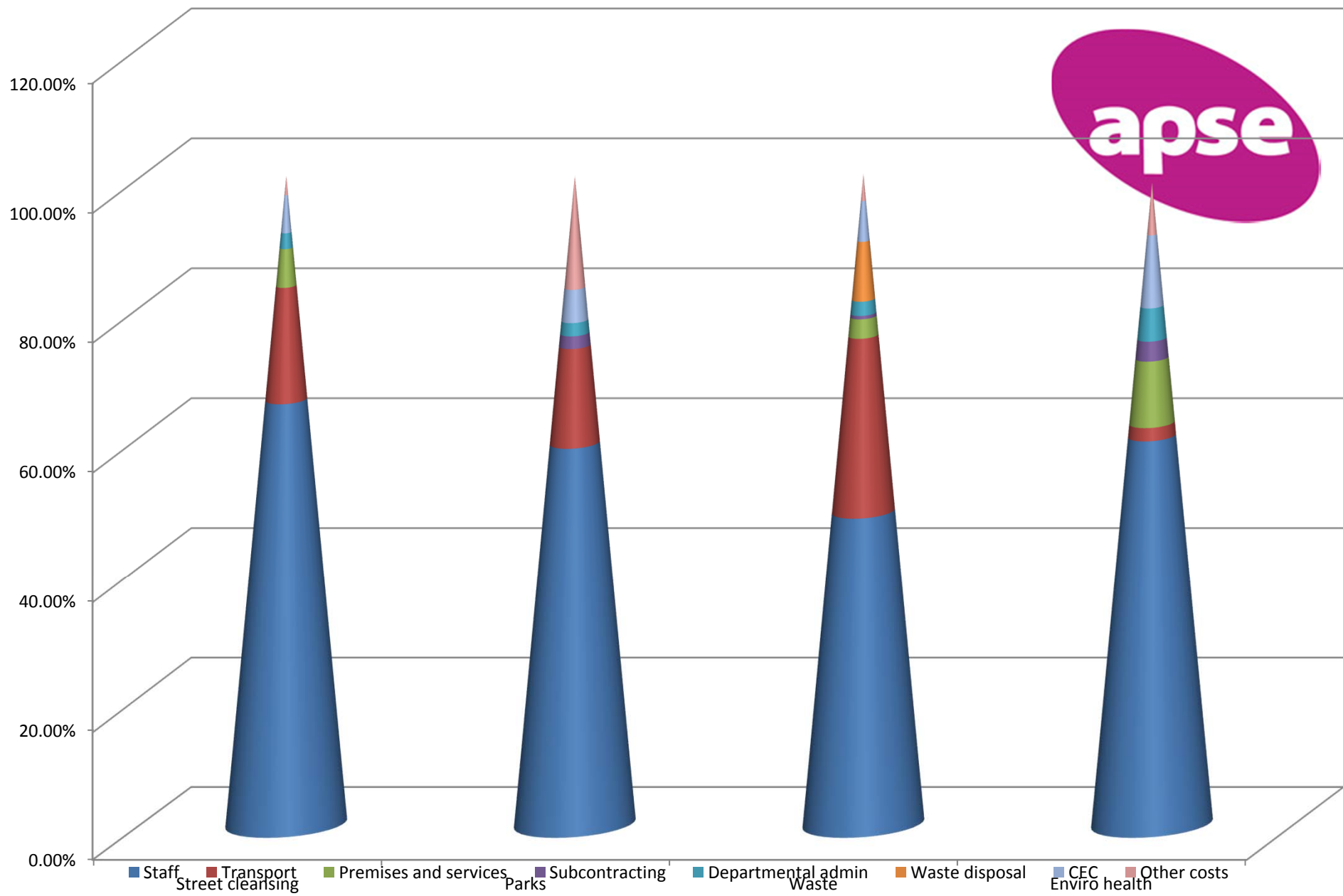
Charging & trading

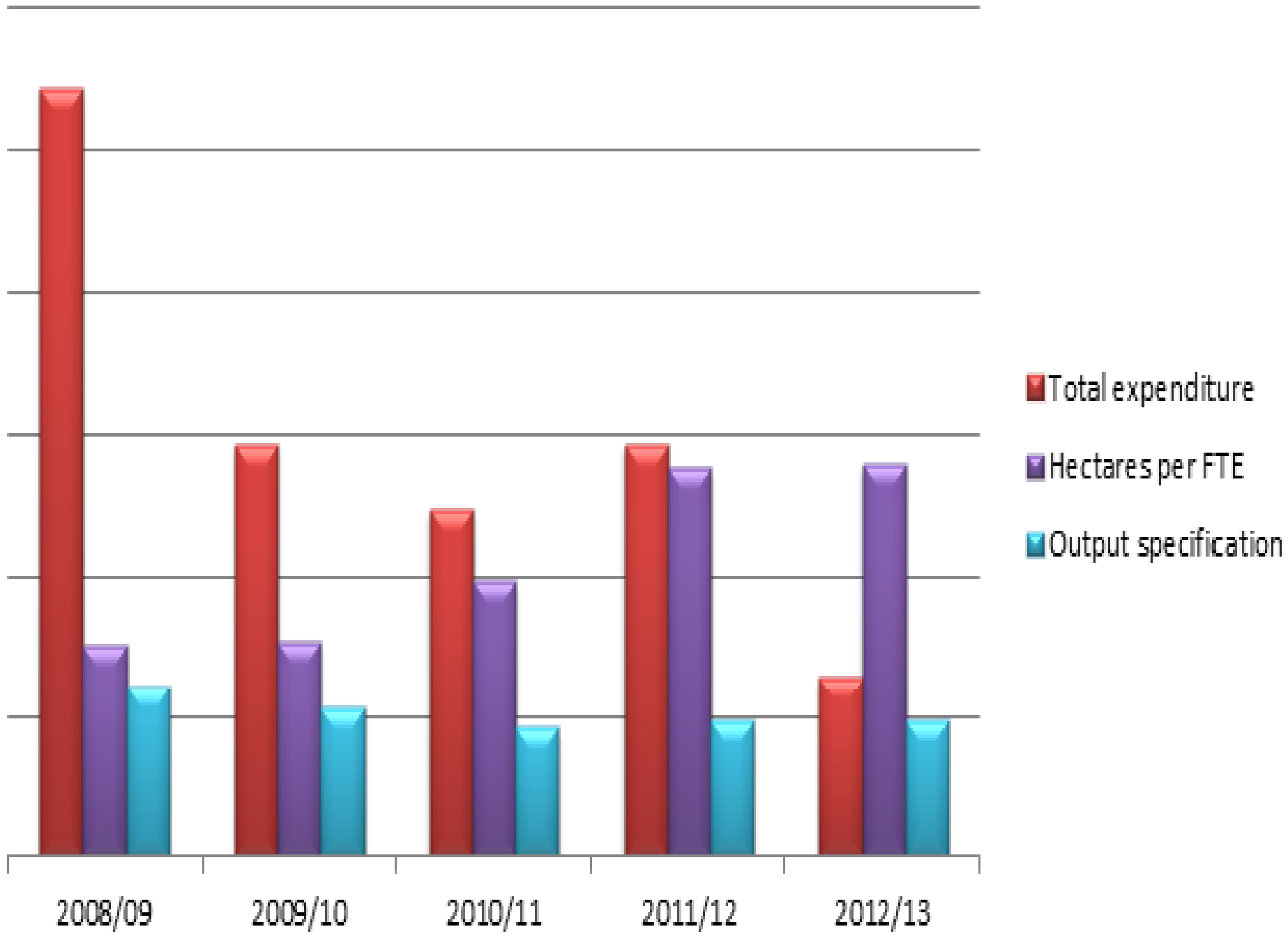
# Efficiency



- 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
- Reduction in staff, hours and overtime
- Alternative service delivery models and shared services/merging services







# Income generation



# 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

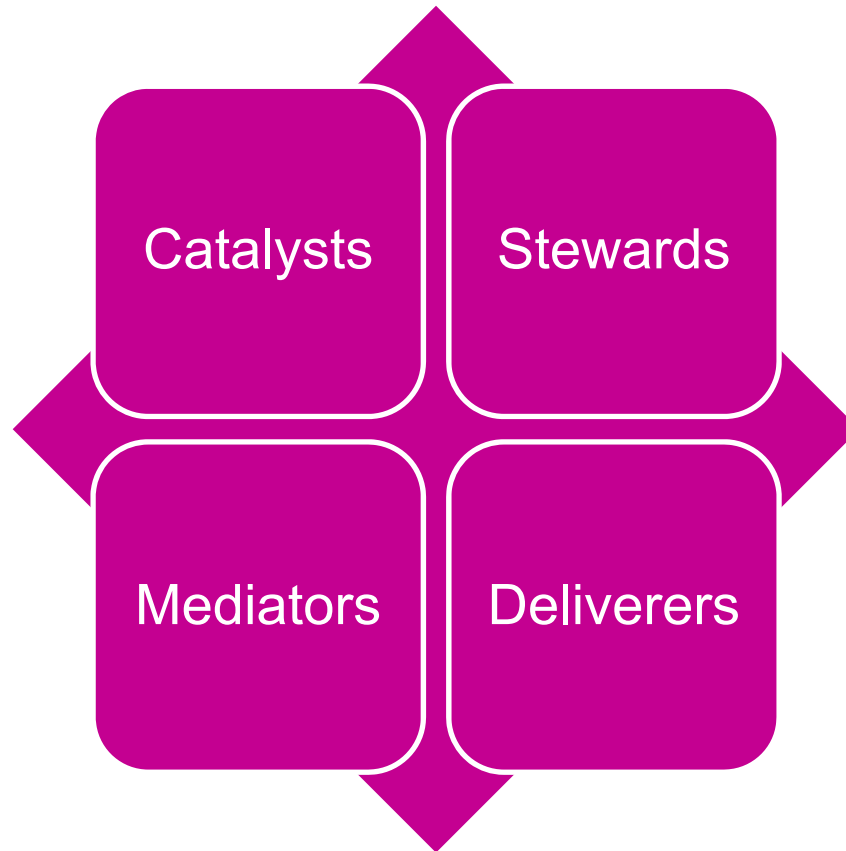
- Taxi testing (53%)
- MOT services (60%)
- Commercial body shop facility (11%)
- Authorised testing facility for VOSA testing (19%)
- Driver training (72%)
- CPC approved training provider (26%)

# Municipal entrepreneurship





# Who are the public entrepreneurs and innovators?



# Innovation



**apse**

**Innovation on the frontline:**  
How engagement with the local government workforce can improve service delivery in austere times

An illustration on a light green background. At the top, a white thought cloud contains a glowing yellow lightbulb with radiating lines. Below the cloud, a series of white circles of varying sizes lead down to a row of eight stylized human figures. Each figure has a different colored head (yellow, green, pink, blue, yellow, green, pink, blue) and a horizontal line for a body.

# Demand management



## Where from?

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

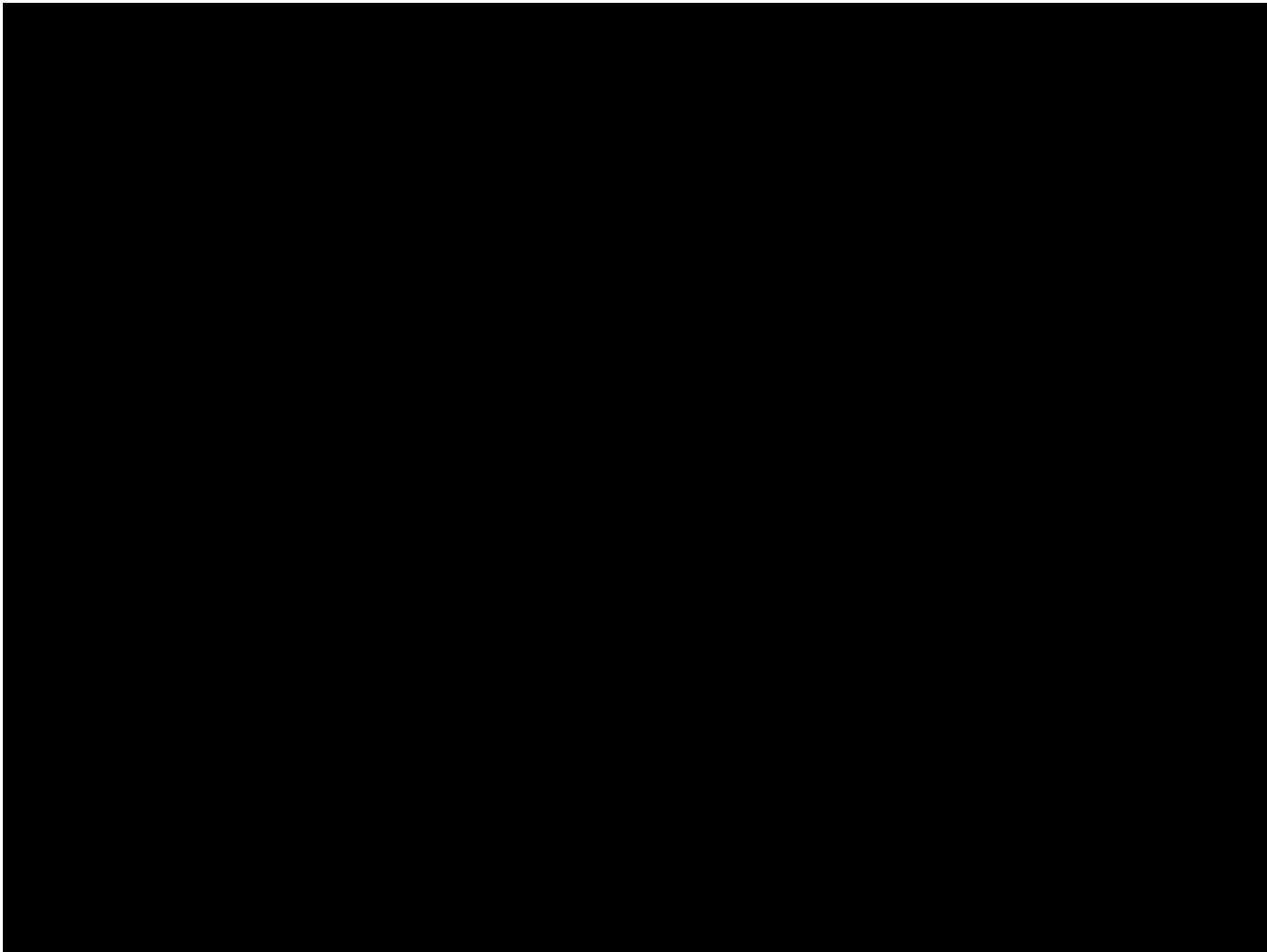
## Purpose

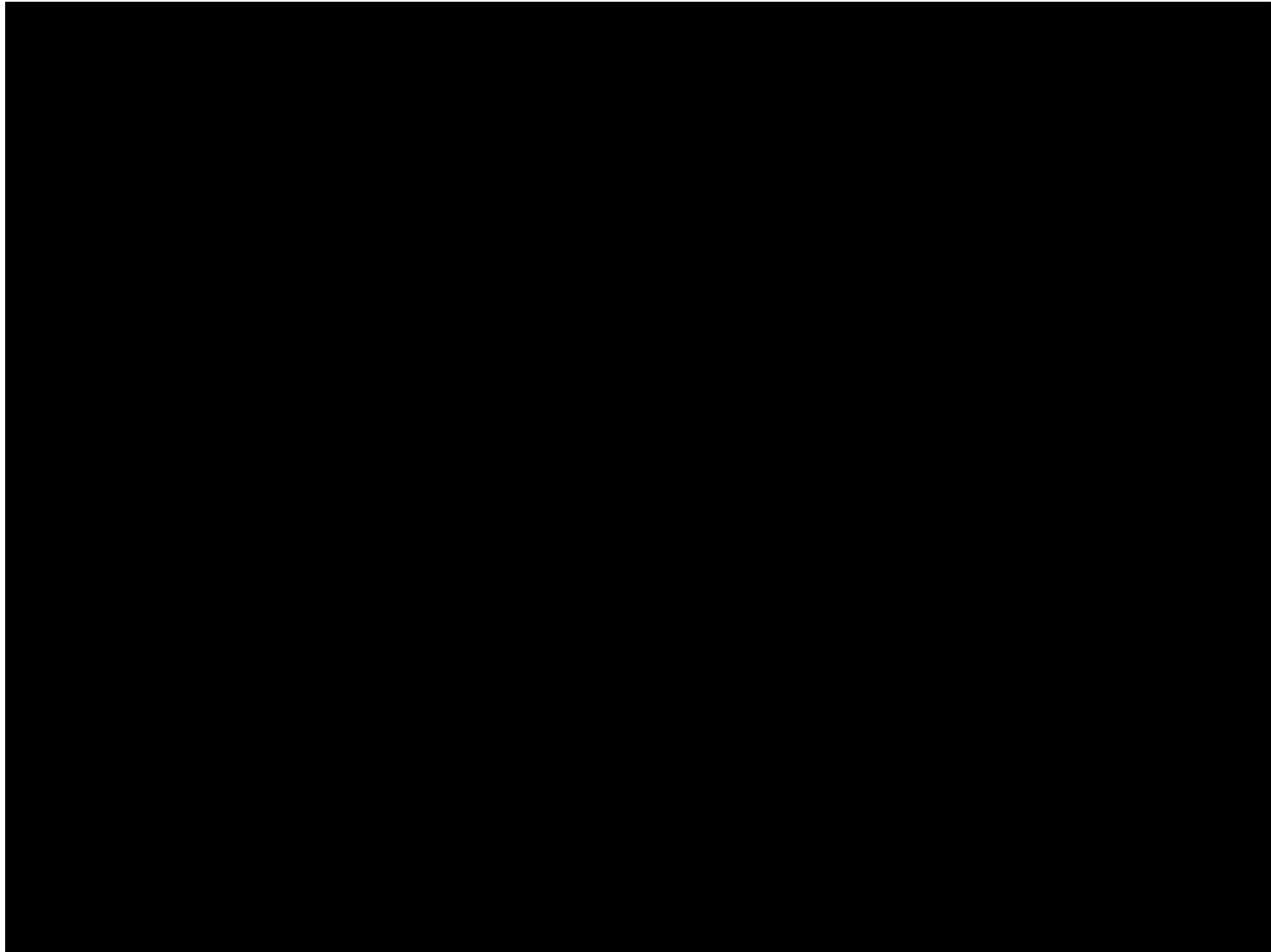
- Health benefits e.g. outdoor gym, sports pitches, boot camps
- Social benefits e.g. cafes
- Activities/education for young people
- Generate income e.g. events, weddings
- Contribution to economic well-being of an area

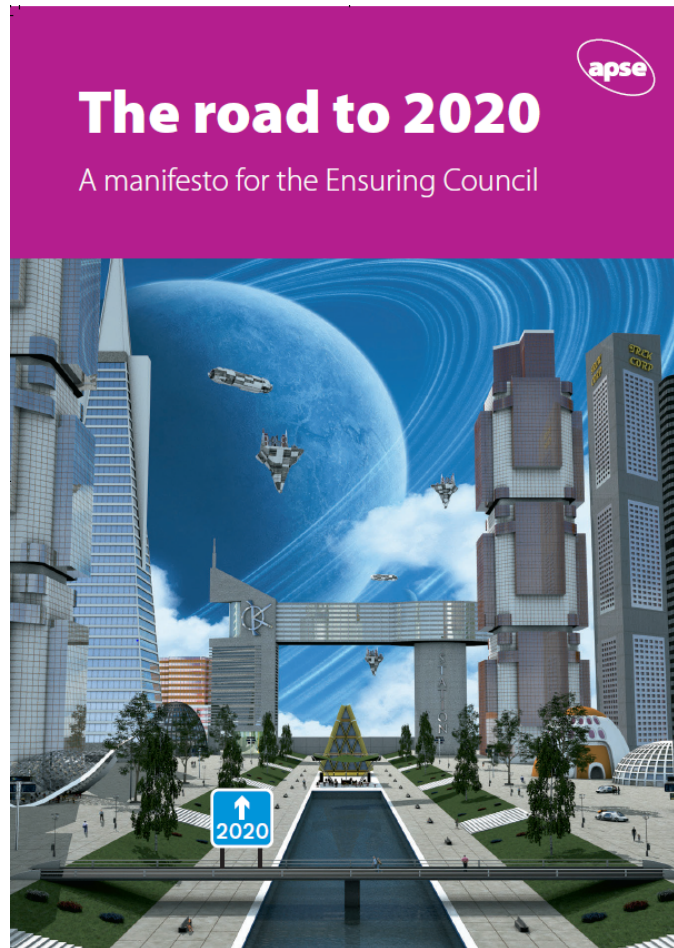
## Managing demand

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

# Demand piano







**LOCAL SERVICES**

**LOCAL SOLUTIONS**



# Contact details

**Paul O'Brien, Chief Executive**

**Email: [po'brien@apse.org.uk](mailto:po'brien@apse.org.uk)**

**Twitter: [@apsetweets](https://twitter.com/apsetweets)**

**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



**GB 11409**



**GB 11132**



**GB 14074**