

**So What's New !!!**



**Transforming  
Grounds Maintenance**

**'Enviro' Conference 2014**

**Essington Chase**

**12 November 2014**

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# Introduction

Background- EHO 32 yrs. in LA's  
Environmental Health, Housing,  
Licencing

Neighbourhood Services

Sustainable Communities

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Interim Management /  
Consultancy

# Experience



Numerous reviews of Parks &  
Open Spaces, Grounds  
Maintenance, Street Cleansing  
Both as Director/ Head of Service  
As an Interim Executive /  
Programme Manager &  
Consultant



# Today, just some :

- Trends & Service Demands
- Observations
- Opportunities
- Lessons learnt
- Food for thought
- Quick Wins

**you may find useful**

# Use of Management Information



- Benchmarking & Performance Networks Trends & Useful Information 12/13
- Parks Departments continue to reduce costs and increase productivity
- Sickness Absences, People Management & Customer Satisfaction showed reduced performance

# Summary: 12 month & 15 year trends



Measure	12 Month Trend	15 Year Trend	Original Figure	2012-13 Figure
PI 02 Cost of service per hectare of maintained land (including CEC)	decrease	increase	£4,809	£5,681
PI 12 Number of hectares maintained per FTE front line employee	increase	increase	7.14	9.54
PI 13 Percentage staff absence	increase	constant	4.51	4.51
PI 16 Human resources and people management	decrease	increase	50.97	58.93
PI 23 Output specification	Increase	increase	49.74%	49.81%
PI 31 Central establishment charges as a percentage of total expenditure	decrease	increase	7.14%	7.49%
PI 38 Community/customer surveys undertaken	decrease	increase	71.08%	79.92%









# Trends & Useful Information cont.....

- Slight improvement in quality and output specifications
- Central Services have reduced for first time since 2007/8 – Av 7.49%
- Reduction in service standards =  
Reduced customer satisfaction



# Trends & Useful Information cont.....

- Survey of Budgets this year
  - 95% will have reduced revenue
  - 72% reduced capital investment
- Main areas
  - Maintenance Frequencies
  - Bedding & Floral Displays
  - Service Standards

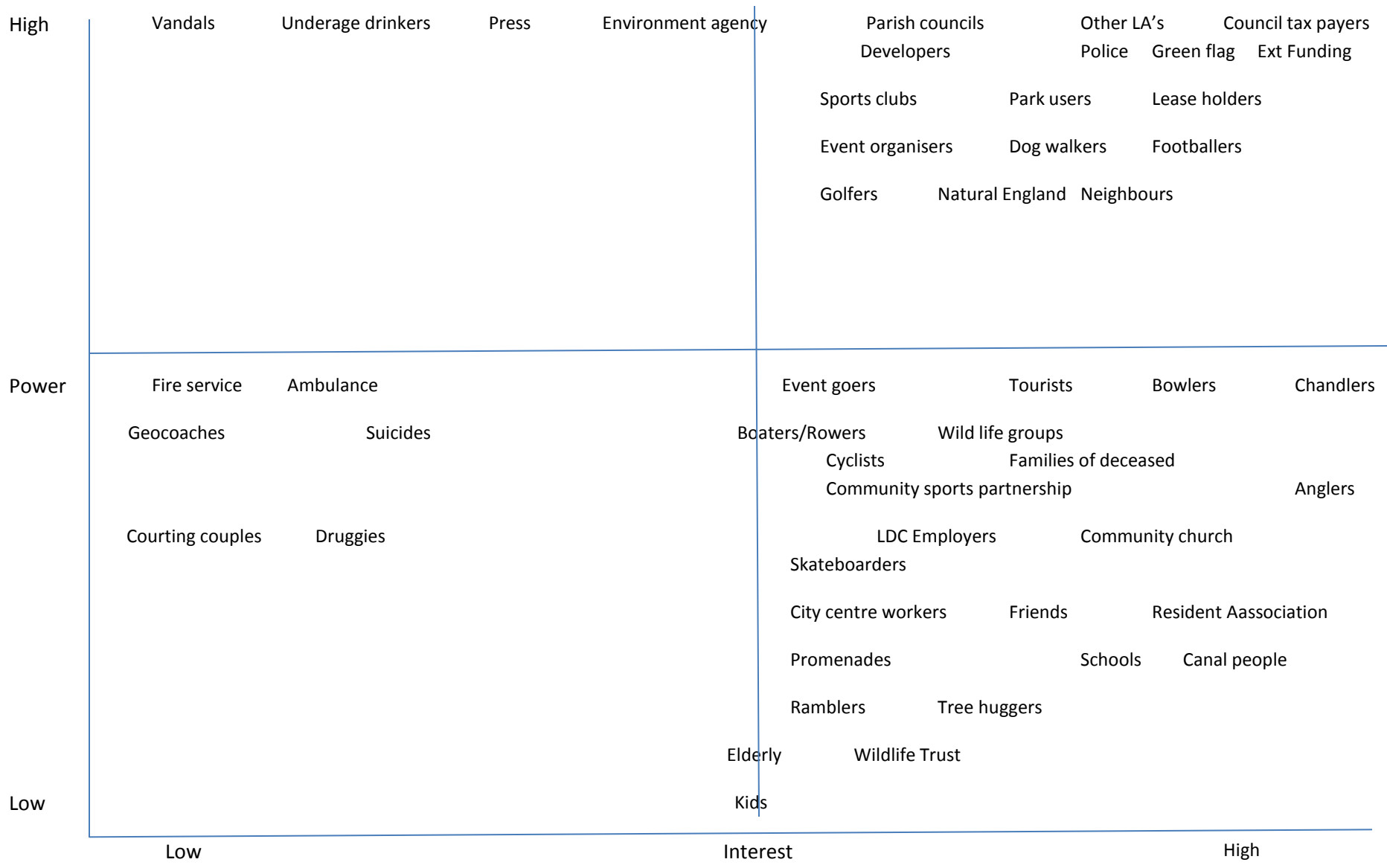


# Management Tools

SWOT,

PESTEL,

Stakeholder Analysis





# Observations

Operational Aspects

Current Technology/  
Machinery

Maximise labour &  
mechanisation

Tracking for vehicles &  
machinery



# Observations cont.....

Use of ICT

Geographical Information  
Systems

Communications

Rapid Response

Management Information



# Observations cont....

Still see CCT mentality - 20+ yrs.  
on

    silo's thinking, client/contractor,  
    budgets

Lack of understanding between  
    functions & services

Lack of corporate appreciation of  
    seasonal demands

Core vs Ancillary functions



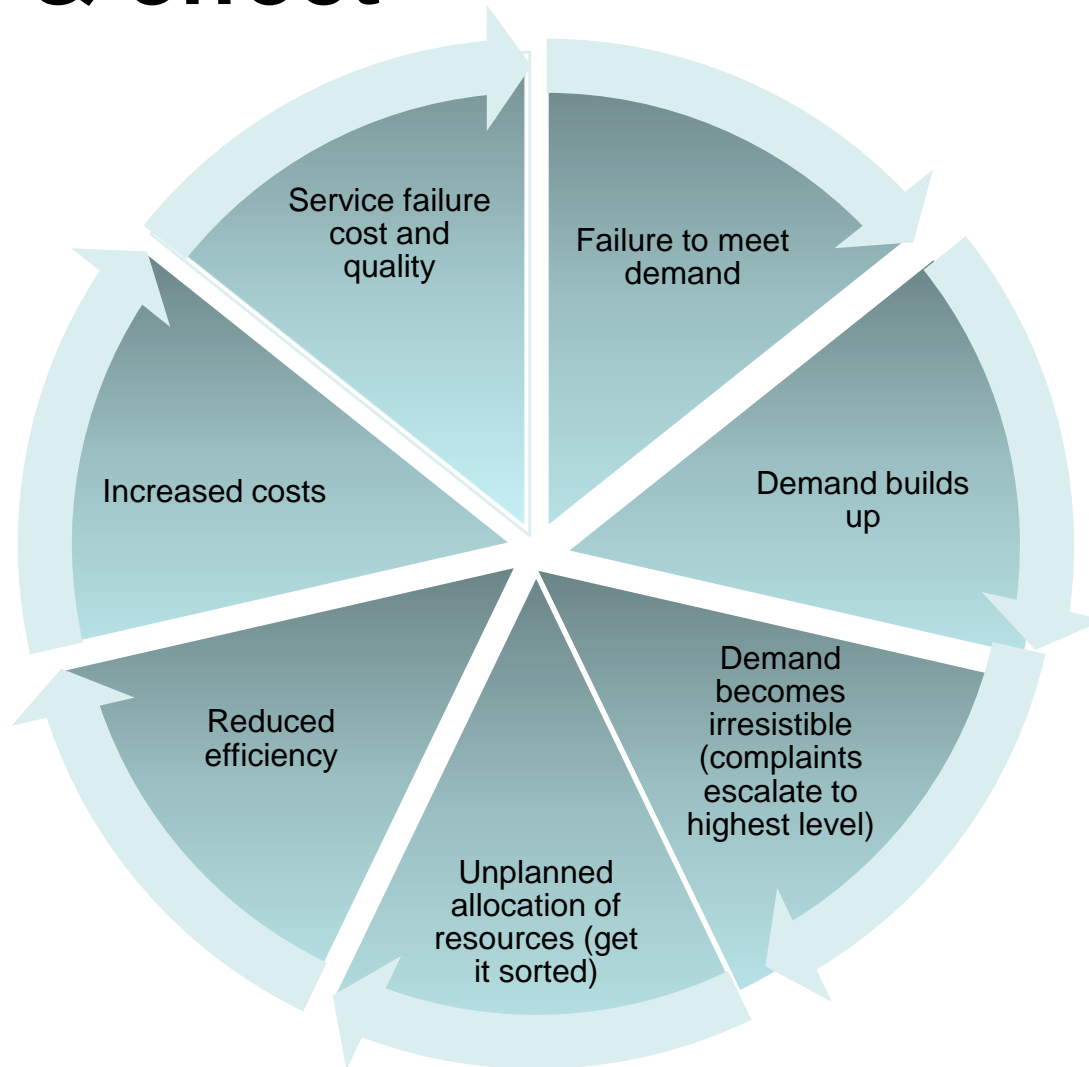
# Watch out for.....

## Demand Failure

Diminishing resources with  
increasing service demands



# Service Failure/reduction cause & effect



# Overcome Demand Failure

Manage the demand

Assess demand & priorities

Set service standards

Seek approval

Consistent approach from frontline to  
Senior Management / Councillors

Stand your ground and know the  
consequences



# General Observations

- Assessing/mapping demand
- Matching resources
- Optimising routes, scheduling and productivity
- Removing reliance on agency/overtime/enhancements and goodwill



# Opportunities

Working in Partnerships

Diversification, Income maximised

Biodiversity offsetting, Grazing  
conservation

Re - skilling workforce

Section 106 monies/ Commuted sums

Shared Services

# Food for Thought & Quick Wins



- Concentrate on core functions and do well
- Say 'No' & Justify
- Use Management information to Improve & Ask Why ?
- Harness employee ideas and feedback
- Landscapes are blank canvasses
- Concentrate on high impact floral features, don't spread too thinly
- Grasp the challenges



**ANY QUESTIONS**

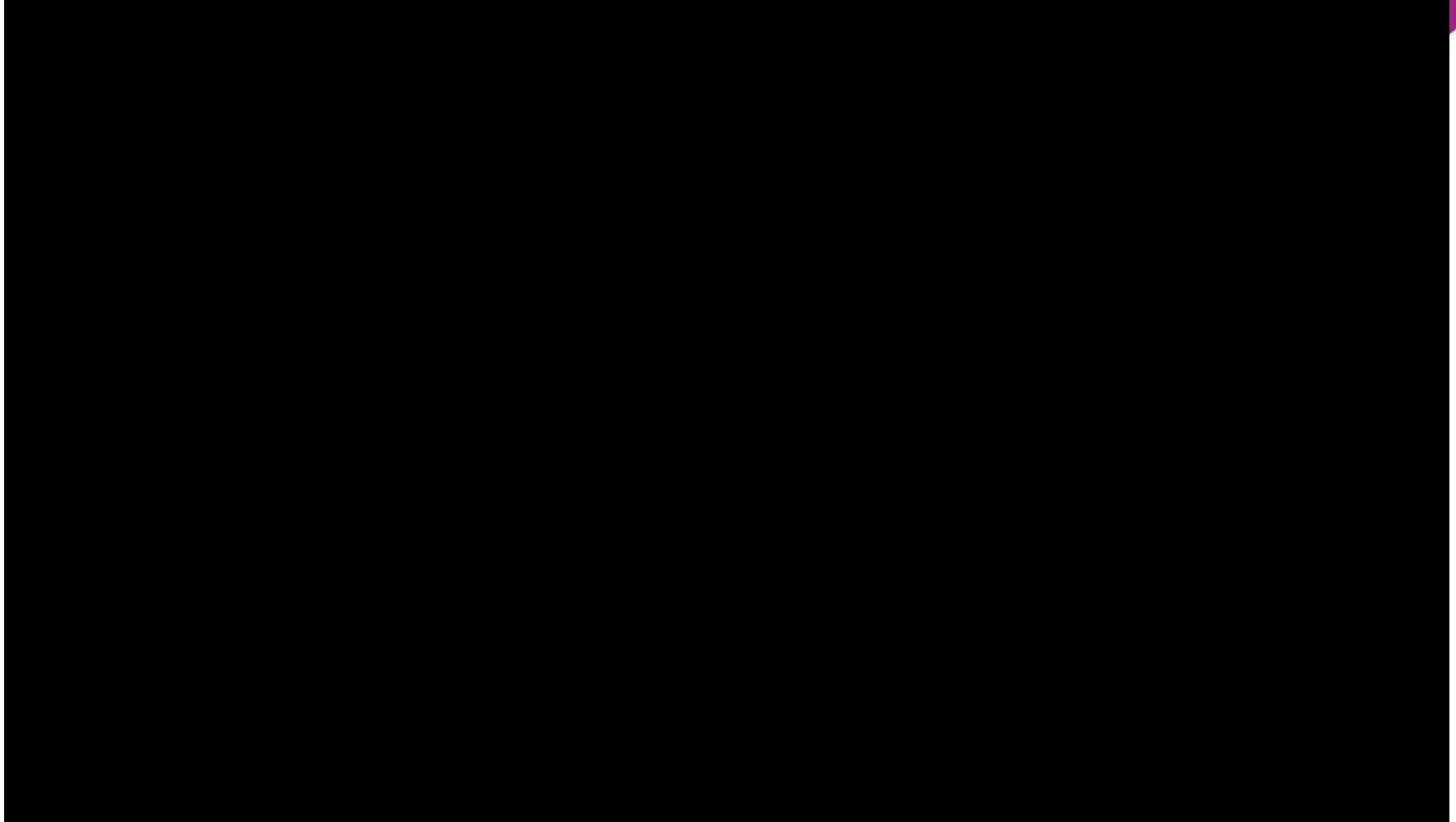


# Training Video

## Million Pound Radio Show Pirate Sketch

<http://youtu.be/XKv5ulewTO4>

# Training Video







# Contact details

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**LOCAL SERVICES**

**LOCAL SOLUTIONS**