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greener places*



GOVERNMENT OFFICES
FOR THE ENGLISH REGIONS

Government Offices Super Regional Meeting

Efficiencies in Local Environmental Quality



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Efficiency or Magic with Mirrors?

Paula Claytonsmith
Efficiency and Effectiveness
Project

The context of the current funding issues in the Public sector

- Bank collapse
- Local authority finance
- Revenue support grant settlements
- Two parliaments of pain
- Institute for Fiscal Studies

“IFS warns that further austerity is on the cards until at least 2017/18. The first parliament of pain will only fill around half of the £90bn gap. There will be further tightening but it is unclear how remain £45bn will be filled”

IFS Observations 2009



However even without a public funding squeeze

- Increasing pressure on demand led services e.g. NHS
- Challenge of tax based resources to keep pace with change
- Demographic changes
- Rising expectation of range & quality of public services

Supporting councils

- Reports come back from CSG members of challenges being faced
- Wider questions around broader efficiencies in LEQ
- Ongoing need to support local government and share learning
- Potentially biggest changes in service delivery ahead
- What will LEQ services look like in 5/10 years?

Key strands of the project

- Liaise with strategic stakeholders on the efficiency Agenda e.g.
 - IDeA and Regional Improvement & Efficiency Partnerships
 - LGIU
 - LGA
 - Internal Keep Britain Tidy staff
 - Chief Executives and Directors
- Develop a series of case studies for local authorities
- Share knowledge and intelligence internally and externally (today)
- Analyse the future/trend of the efficiency agenda – alternative service delivery, potential support and what next.

What is happening out there?

- Views from Local Authorities
 - London Borough (Wanted to remain anonymous)
 - District (Distressed Manager) East Mids & South West
 - Unitary (General view) and Chief Executive view
 - GMWDA (Head of finance)
- Strategic views from key organisations
 - LG Improvement (IDeA & RIEP contacts)
 - LGiU (Elected member think tank)
 - Chief Executives (SOLACE)
- Feedback from our own people
- Trade press, financial bodies
 - Politics Today
 - Local Government Chronicle
 - CIPFA

Quotes heard during the project

- “Not ambitious enough” Service Manager
- “Minutiae gazing” Director about own Cleansing Manager
- “Battling existing order” Chief Executive
- “Elected members are critical” Director
- “Environment could be delivered by anyone” Director
- “Costs aren’t real”
- “We want to share services, but not sure of practicalities”

How are people approaching the challenges ahead?

- Head in the sand
- Fairly safe at the moment or high level of Elected member support
- Not sure
- Incremental approach
- Thinking about sharing more operationally
- The next level of delivery e.g. Major Outsourcing, Co-production, Increased Third Sector delivery



Common approaches to efficiency & effectiveness in councils

Efficiency Projection/realisation

Broad Characteristics

Broad Solution to achieving Efficiency

Leading

£ Large scale millions

Enabling

£000,000 to £m

Helping

£000's to 000,000

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Are being faced with substantial budget challenges 2. Likely to be an early adopter or possibly London Borough 3. Have already moved through trajectory of boxes below 4. Already involved in innovative projects and regularly used by government as an exemplar | <ul style="list-style-type: none"> •Developing a more behavioural stance to change & service delivery •Services shared across boundaries e.g CEX/Service Managers •Radical exploration of alternative service delivery •Questioning delivery of service through 'Systems Thinking' |
| <ol style="list-style-type: none"> 1. Usually exhausted routes listed in box below 2. Likely to be facing medium level cuts (hundreds thousands to millions) 3. Council innovation creeping up, service level innovation medium 4. Likely to be larger authority such as Met or Unitary, forward thinking County or District | <ul style="list-style-type: none"> •Consortia well utilised •'Competitive Dialogue' used to get best service delivery •Joint contracting explored and utilised at local level •Shared services happening on semi formal level •Total place involvement •Strategic Reviews |
| <ol style="list-style-type: none"> 1. Smaller Council/Council with higher reserves 2. High Elected member engagement & support or strong will to retain status quo 3. Often very traditional in service delivery and approach 4. Ambition/skills in moving service forward are relatively low | <ul style="list-style-type: none"> •Operational and frontline reviews e.g Route Optimisation •Reduce service level budgets incrementally •Consortium usage •Contract review on traditional basis •Specification adjustment |

East Midlands Efficiency in LEQ project

- Core elements
 - Perception & regional report
 - Operational observation reports (on the ground streetscene efficiency)
 - Data analysis - cost, performance, IMD, place survey results
 - Efficiency development group
 - Case studies
 - Event 28th April 2009

What are you going to do when you need
to find those challenging reductions?

Quality & Customer Satisfaction?
Short term cut?

Contact details

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SOURCES OF IMPROVED SERVICE EFFECTIVENESS

Brian Johnson

Consultant Director – Strategic Innovation

Keep Britain Tidy

SCOPE

- What are we talking about?
- Internal Sources
- External Sources
- A Proven Improvement Strategy
- Latest Developments

WHAT ARE WE TALKING ABOUT?

- **EFFICIENCY**

“The state of working productively with minimum wasted effort or expense.”

- **EFFECTIVENESS**

“The extent to which a desired or intended result is produced.”

EFFICIENCY + EFFECTIVENESS =
“COST – EFFECTIVENESS”

WE'VE BEEN HERE BEFORE!

DEPARTMENT OF ENVIRONMENT,
FOOD & RURAL AFFAIRS

GERSHON REVIEW STREET CLEANSING

PRELIMINARY REPORT

of a survey and analysis of local environmental management research, aimed at identifying ways in which efficiencies might be achieved on the basis set out by the Gershon Review and the Defra WIP Team.

CONFIDENTIAL



This report has been prepared by ENCAMS at the request of the Defra Local Environmental Quality Team, with support from the Waste Implementation Programme Team.

June 2004

Final PRELIMINARY Gershon Review - 19/04/04

www.defra.gov.uk

Achieving improvements in street cleansing & related services



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TIDY**

INTERNAL SOURCES OF C-E

- Lack of the right type & quality of management information
- Lack of knowledge about (ever-changing) customers
- Poorly developed service strategy
- Tactically unresponsive
- Ineffective / partial community & customer engagement

EXTERNAL SOURCES C-E

- **GOVERNMENTAL**
- Focus & Financing of National & EU Programmes
- Data & Performance standards
- *Legislative, Performance Frameworks*

- **CORPORATE**
- Insufficient Corporate Support Services
- 'Estate' Management - park, housing, industrial, highways

- **EXTERNAL**
- Public Realm management – planning, cross-sector agencies

A PROVEN IMPROVEMENT STRATEGY

- **STAGE 1 - Improvements Within Cleansing Contract**
Managers' Skills - Routine Monitoring - Staff Development
- Right Equipment, Right Place, Right Time
- **STAGE 2 - Engaging With Others**
Waste & Recycling - Highways - Building Control - Police -
Targeted Businesses - Targeted Community Sectors
- **STAGE 3 - Renewing the Infrastructure**
Maintainable Designs for Highways and Open Spaces -
LEQ now seen as a key element of economic success

LATEST DEVELOPMENTS

- ‘*Beta Version*’ of www.localenvironmentskills.org
- A Service Effectiveness Model

[Home](#)[Assess Skills](#)[Why Improve?](#)[Quality](#)[Training Providers](#)[More Information](#)[Contact Us](#)

[Welcome to localenvironmentskills.org](#)

Welcome to the skills assessment tool for Local Environmental Management.

No matter what your job in local environmental management involves, this site is designed to give you a chance to see how your individual skills measure up to the skills needed for your job role.

Why not fill in the skills assessment to see how you score, and find out whether you have an opportunity to improve your skills.

You will also be able to see what relevant training is available to you to help progress your career further.

[Click here to assess your skills and find training opportunities](#)

[The importance of improving skills](#)

[The importance of quality environments](#)

[Information for training providers](#)

[Find out more about 'Local Environment Skills'](#)

Other organisations are also currently working to improve skills in different sectors. Click on the links below for more information on these skills development opportunities.



Welcome to the skills assessment tool for Local Environmental Management

Now that you have successfully logged in, you can carry out an assessment of your skills to see how they measure up.

By answering a few questions about yourself and your job, we will also be able to suggest training and skills development opportunities that may be helpful to you.

Your progress so far is shown by arrows below:



Step 1

Answer a few questions about yourself...



Step 2

Tell us about where you work...



Step 3

Let us know about any qualifications that you might already have, or any studying that you are already doing...



Step 4

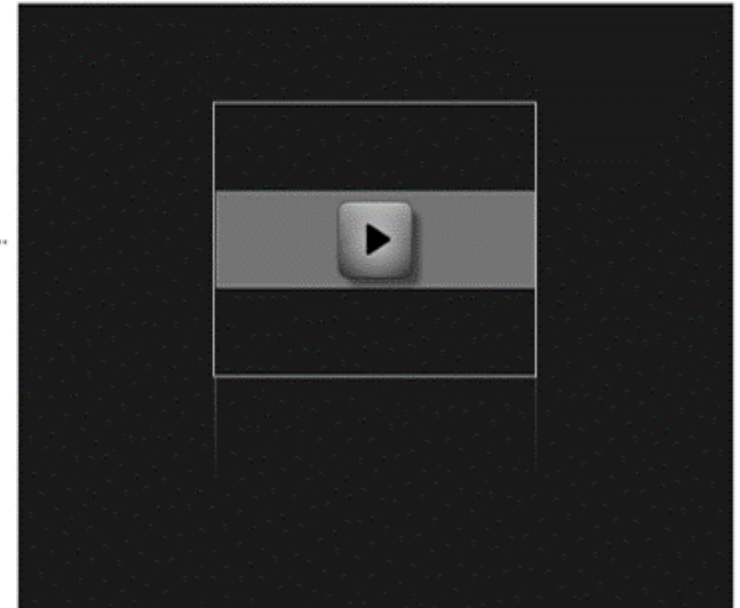
Choose a job role that best matches your own...



Step 5

Start the skills assessment!

How to complete the assessment process



Congratulations! You have finished the skills assessment

[Now view your results](#) or [Update your assessment](#)

You can always access your results and see training providers by clicking the My Results tab or review and update your assessment by clicking on the My Assessment tab.

Home

My Details

My Assessment

My Results

My Details



Personal Details



Employer Details



Education / Qualifications



Job Roles

Personal Details

Please tell us a little about yourself by completing the details below.

User Name (Email Address): jobloggs@jo.org

First Name:

Last Name:

Work Pattern:

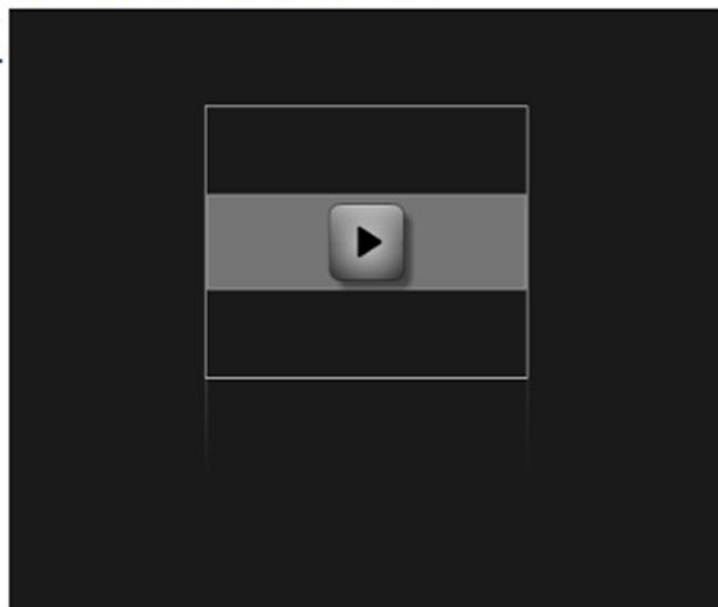
Salary:

Job Title:

Are you a line manager?

Save

How to make yourself a team manager











My Skills Profile

On this page, you can see how your scores for each statement measure up against what is required of you in your job role.

In the table below, you will be able to see where any gaps in your skills exist: these are highlighted by the green outline.

You can also view possible training opportunities to help you improve your skills in each of the areas where there may be gaps. Click on the green plus symbols  to view a relevant list training for each skill.

	Section	Competency	Level	Score
	> Occupational Health > Road Safety	I make sure I do not cause any unnecessary obstructions to roads or pavements	I Rarely/ Never Do This	0 1 2 3
	> Communication > Conflict Resolution	When a conflict arises, I stay calm and calm others down	I Sometimes Do This	0 1 2 3
	> Communication > Conflict Resolution	When a conflict arises, I understand the reasons behind it	I Sometimes Do This	0 1 2 3
	> Customer Care > Customer Service	I do all the public expects from me in the course of my job	I Sometimes Do This	0 1 2 3
	> Customer Care > Customer Service	I know what the public want from me in the course of doing my job	I Sometimes Do This	0 1 2 3
	> Occupational Health > Chemical Handling	When mixing and handling chemicals and cleaning solutions, I read and follow the instructions	I Sometimes Do This	0 1 2 3
	> Occupational Health > Chemical Handling	When storing and transporting chemicals, I follow the safety instructions	I Sometimes Do This	0 1 2 3

You may also qualify for partial or full funding to attend training through the Train to Gain scheme.

[You can check your eligibility for funding here.](#)

Disclaimer

Inclusion on this list of training providers does not indicate formal endorsement or approval by Defra, Keep Britain Tidy, IDeA, or any other body that has been involved in Local Environment Skills.

The training list has been compiled from information provided by the training organisations themselves and we cannot guarantee the factual accuracy of this information.

Potential purchasers of training should carry out their own assessment of the training provider and satisfy themselves as to the quality and relevance of the training, and any materials being offered.

BUT IF DATA IS RUBBISH, LACKING....

*depth...adequate
consistency...timeliness...intelligibility...focus
on customer priorities...manages processes
unrelated to those perspectives...*

**HOW DO WE
MAKE SILK PURSES
OUT OF A SOW'S EARS?**



- Overall Standards at District Level
- Relative standards across 32 issues important to people
- Easy-to-understand, unweighted data, enables local decision making over priorities and targets

Gauge Chart

Knowing Your Customers

A B C D E F G H I J K

41 42 43

Group G Municipal Dependency

Families on lower incomes who often live in large council estates where there is little owner-occupation.

Knowsley
6.53%



Overview

Key Features

- Families
- Low Incomes
- Income Support
- Free school meals
- Terraces and semis
- Large council estates
- Outer suburbs
- Bad place to live
- Heavy TV viewing

Regional Houses



Hipton, DY4



Manchester, M19



Airdrie, ML6



Rankings

- Age Rank (6/11)
- Wealth Rank (10/11)
- Good Health (9/11)
- Fear of Burglary (1/11)
- Degree (11/11)
- Public Renting (2/11)
- Higher Tax (11/11)
- Environment (11/11)
- Internet (11/11)

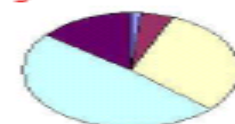
Constituencies



Top Councils

- Knowsley (35.61%)
- South Tyneside (31.87%)
- Kingston upon Hull, City of (30.26%)
- Eastington (27.58%)
- Sunderland (27.49%)
- Middlesbrough (27.48%)
- Liverpool (26.31%)
- Hartlepool (25.44%)
- Manchester (24.68%)

Regional Distribution



- London (14.0%)
- South East (4.8%)
- East Angles, Midlands, South West, Wales (20.0%)
- North, North West, Yorkshire (68.8%)
- Scotland, Northern Ireland (4.5%)

1 2 3 4 5 6 7 8 9 10 11 12

- Contents
- Overview
- Description
- Characteristics
- Who We Are
- Our Education
- Our Work Lives
- Our Finances
- Where We Live
- Our Home Lives
- Weitanschauung
- Time Use
- Measures of Deprivation
- Supporting Notes

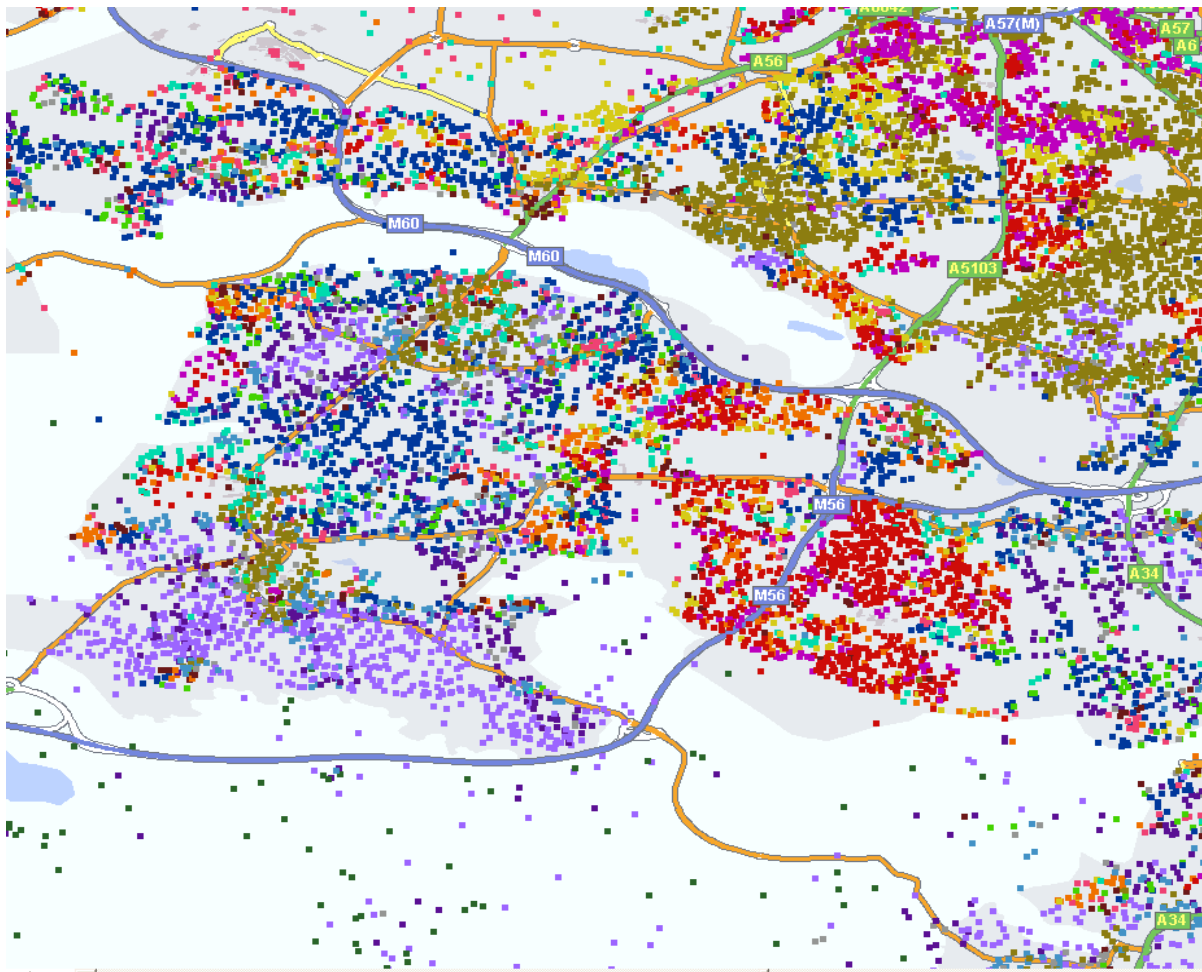
mosaic
Public Sector

experian

Overview

KEEP
BRITAIN
TIDY

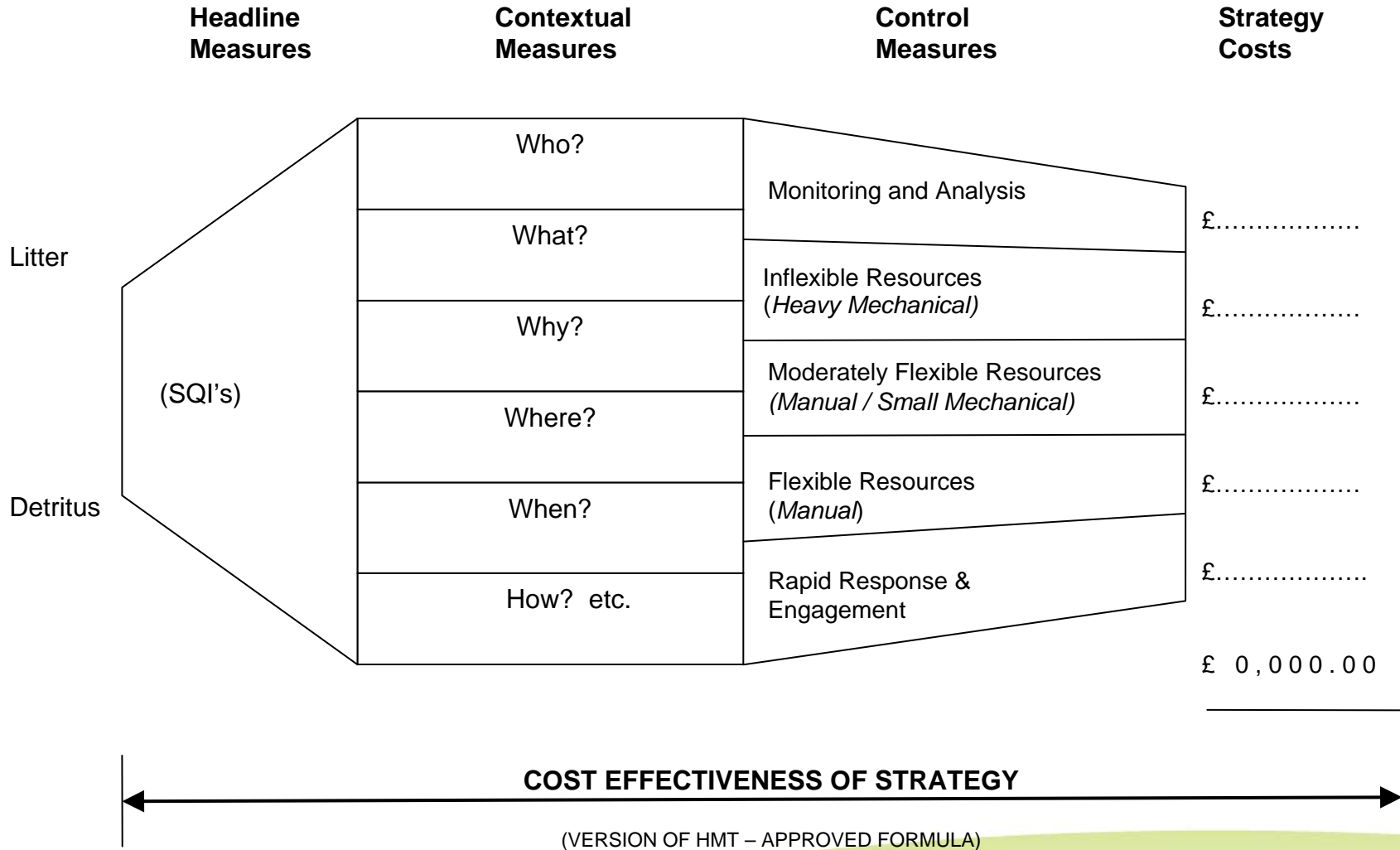
Identifying Campaign / Customer Targets



Mosaic UK Group 2009

- A Alpha Territory
- B Professional Rewards
- C Rural Solitude
- D Small Town Diversity
- E Active Retirement
- F Suburban Mindsets
- G Careers and Kids
- H New Homemakers
- I Ex-Council Community
- J Claimant Cultures
- K Upper Floor Living
- L Elderly Needs
- M Industrial Heritage
- N Terraced Melting Pot
- O Liberal Opinions

DRAFT COST EFFECTIVENESS MODEL



Thank you for listening!

**KEEP
BRITAIN
TIDY**

Workshop Sessions

1. **Leveraging out large scale Efficiencies, what will the sector do to find large scale efficiencies?**

Paula Claytonsmith

Oak Training Room

2. **An overview of the factors that give rise to ineffectiveness in public realm services - oh, and some solutions!**

Brian Johnson

Travis Perkins Training Room

3. **Delivering a Streetscene Review**

John Marsh

This Room



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Workshop - Delivering a Streetscene Review

Background to Service Review Process

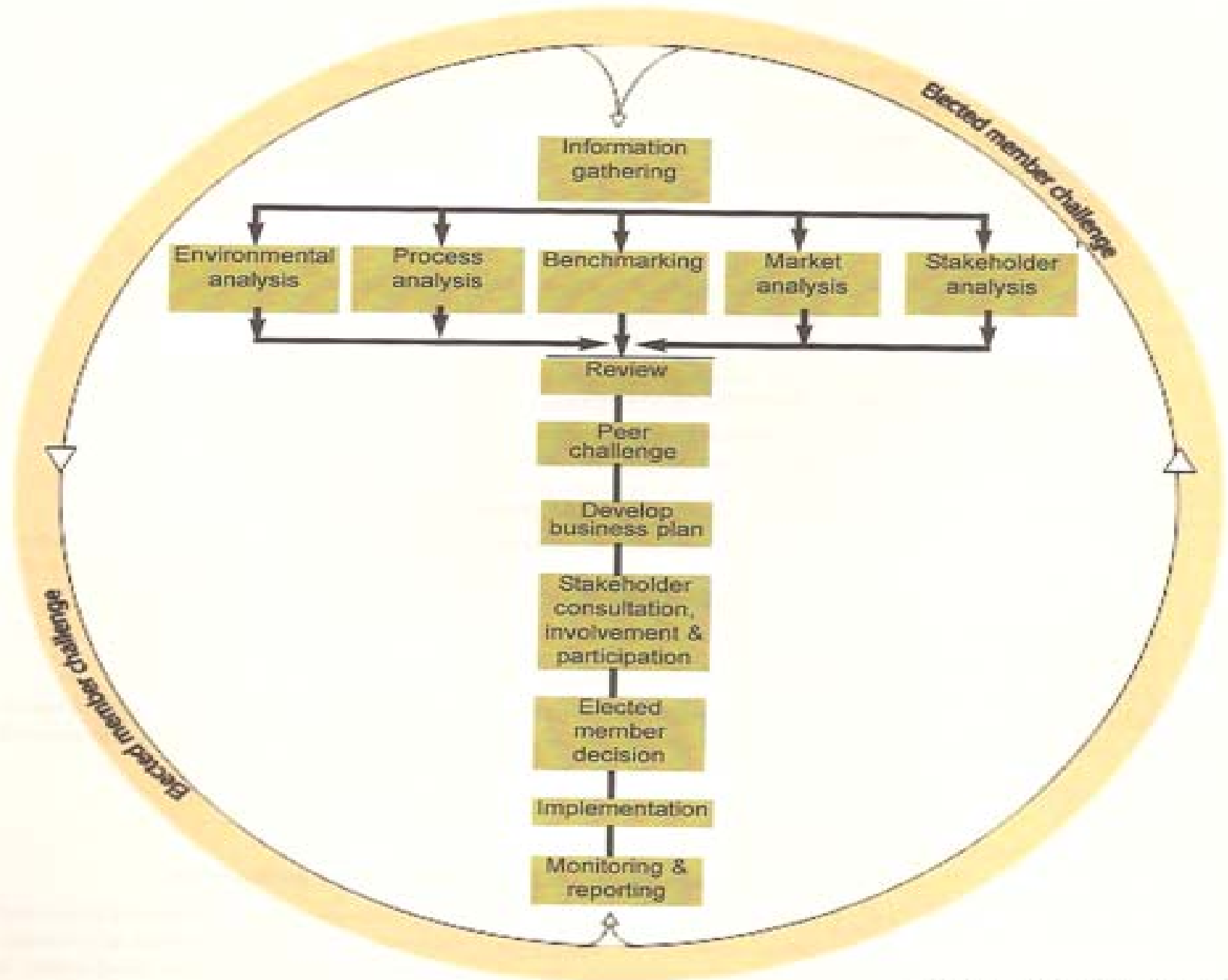
- Why review and for what reasons
 - Need to make efficiency savings
 - Identify continuous improvement
 - Serious service failure with current provider – driver for competition?
 - The current economic climate.....Can you afford to review?....or can you afford not too??
 - Who to carry out the review?

Characteristics of a good review

- Four key principles
 - Accountability
 - Transparency
 - Continuous Improvement
 - Ownership

The review process

- Project management steps
 - Preparation
 - Planning
 - Evidence Gathering
 - Review
 - Consult
 - Development
 - Implement



Review questions

- 4 core questions
 - How do we know we are doing the right things?
 - How do we know we are doing things right?
 - How do we plan to improve?
 - How do we account for our performance?

Using the review

- Information should be useful in determining courses of action
 - Implementation
 - Action plan
 - Future targets
 - Monitoring
 - Next steps

Performance Management issues

- Using the information from the review
 - Measuring outcomes
 - Gap Analysis
 - Defining success
 - Identifying Service improvements

A few practical lessons from reviews

- Common sense lessons
 - Make sure specification is agreed by all parties beforehand;
 - Have clear terms of reference;
 - Go in with an open mind – no hidden agendas;
 - Engage the right people;
 - Make sure everyone is aware of the review

Over to you.....





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Leveraging out large scale efficiencies

Workshop session

Paula Claytonsmith

What is happening to your authority?

- Imagine the worst case scenario of service delivery
- What are you likely to do?
 - Barriers?
 - Challenges?
 - Helpful?
- What alternative models are there out there?
Is there any?

Common approaches to efficiency & effectiveness in councils

Efficiency Projection/realisation

Broad Characteristics

Broad Solution to achieving Efficiency

Leading

£ Large scale millions

Enabling

£000,000 to £m

Helping

£000's to 000,000

1. Are being faced with substantial budget challenges
2. Likely to be an early adopter or possibly London Borough
3. Have already moved through trajectory of boxes below
4. Already involved in innovative projects and regularly used by government as an exemplar

- Developing a more behavioural stance to change & service delivery
- Services shared across boundaries e.g CEX/Service Managers
- Radical exploration of alternative service delivery
- Questioning delivery of service through 'Systems Thinking'

1. Usually exhausted routes listed in box below
2. Likely to be facing medium level cuts (hundreds thousands to millions)
3. Council innovation creeping up, service level innovation medium
4. Likely to be larger authority such as Met or Unitary, forward thinking County or District

- Consortia well utilised
- 'Competitive Dialogue' used to get best service delivery
- Joint contracting explored and utilised at local level
- Shared services happening on semi formal level
- Total place involvement
- Strategic Reviews

1. Smaller Council/Council with higher reserves
2. High Elected member engagement & support or strong will to retain status quo
3. Often very traditional in service delivery and approach
4. Ambition/skills in moving service forward are relatively low

- Operational and frontline reviews e.g Route Optimisation
- Reduce service level budgets incrementally
- Consortium usage
- Contract review on traditional basis
- Specification adjustment

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