



**ASSOCIATION OF PUBLIC SERVICE  
EXCELLENCE**

**PARKS, GROUNDS AND STREET SERVICES  
ADVISORY GROUP**

**THINKING THE UNTHINKABLE  
THERE IS NOTHING SACRED FOR SERVICE REVIEWS....**



# STRUCTURE

- Financial context. Size and scale of the issue
- Immediate reactions/Measured Reaction
- Role of Best Value Service Reviews
- Approaches
- Group Discussions

# FINANCIAL CONTEXT FACING INDIVIDUAL COUNCILS



- Local government finance settlement reductions vary -1% West Lothian to -4.5% in Edinburgh
- City Councils/Urban Areas relatively greater cut.
- Budget Figures for just one year – 2011-12
- Only trend is downwards...less resource to deliver a service
- Inflation at 4%



## SIZE /SCALE OF THE ISSUE

- £450 Million lost in 2011/12 alone
- Examples -
  - City of Edinburgh £90 Million over 3 years
  - City of Glasgow £101 Million over 2 years
  - Aberdeen City £127 Million over 5 years
- A Local government “Cuts” league table
- “Mines bigger than yours” mentality

# IMMEDIATE REACTIONS



- Driving out costs through greater efficiency/ productivity
- Splash and Burn in respect of service and workforce?
- “Low hanging fruit” gone
- Period of retrenchment.... Hacking away at services
- Short term thinking dominating compounded by time constraints/saving requirements.



## MEASURED REACTION

- Initiate a full and frank service review
- No stone unturned – Everything on table need to be more open minded/radical?
- Use BV frameworks/Self Assessment tools
- More rounded review rather than salami slice
- Issue of comparison, competitiveness and contestability
- Appraise all options



## EXAMPLE

- Soft F.M at Council X
- Political requirement to achieve 25-30% saving
- Address options “Make –v- Buy”
- | Option A                     | V | Option B                            |
|------------------------------|---|-------------------------------------|
| In-house Service improvement |   | Competitive Dialogue                |
| Plan – 20% Saving            |   | Bidders promising 30% Achievability |
| Radical Change               |   |                                     |
- Procurement decision to be made by Awarding Authority



- Best Value Efficiency Reviews part of a measured approach/response
  - APSE Competitiveness Continuum model
  - Lean/Systems thinking
- Need to think the unthinkable as opposed to acting in a knee jerk way
- Manage what you influence/control





**THANK YOU FOR LISTENING**

**OVER TO YOU**

**LOCAL SERVICES**

**LOCAL SOLUTIONS**



## Contact details

**Andrew Spowart, Principal Advisor**

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

**Tel: 01698 459 051**

**Mob: 07734287026**

**Association for Public Service Excellence**

Brandon House Business Centre

Units 18-20

23-25 Brandon Street

Hamilton

MI3 6DA

T: 01698 459 051

F: 01698 200 316

