



# APSE Solutions

## “The Appliance of Science”

### Housing & Building Seminar Peebles Hydro 2013

# Who's speaking, please?



- Franjames Ltd.
- APSE Associate
- APSE range:
  - Advisory Group/PN
  - Principal Advisor(s)/ Scotland
  - Network queries
  - Seminars & events
  - **Targeted Consultancy**

# APSE Solutions



- The full range:
  - Surveyors
  - Engineers
  - Builders
  - Managers/consultants, etc.
- Practitioners

Whatever you want

Whatever you need.

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

# Examples/Case Studies



- Bedford- multidisciplinary DLO
- Oxford- Depot merger
- A Scottish Unitary- Builders



# How it Works

**Need:** - sleepless nights  
- envy  
-ambition

Aware of APSE

Give your boss a nudge



# How it works

Boss/contact: Talks to Andy/Gayle/Davina

Talk through need/ sends e.g. me

- Free of charge/
- “quick and dirty”

Make proposal/project plan/£cost

**OK?**



# How it works

**OK ✓ / order**

**Project initiation meeting**

**Go for it**



# How it works

- Send us background
- Diagnostic workshop
- 121's
- Diagonal slice/TU's/stakeholders
- Site visits
  - Formulate options/proposals
  - Iterative/interactive
  - Share drafts
  - Validation workshop
- Tweak it
- Final report/ presentation



# Project Plan, January 2013



Activity	Responsibility	Date	Days	Comment
Desk top review	PMo./MR	31.10.12	2 days	Completed 15.11.12
Diagnostic workshop	PMo./MR	30.10.12	2 days	Completed 30.10.12
Stakeholder consultation	PMo./MR	30.11.12	8 days	Completed 18.12.12 to fit Tenants Association schedule
Process mapping	PMo./MR	30.11.12	8 days	Completed 30.11.12
Draft report	PMo.	Mid- December 2012	4 days	Completed 13.12.12
Validation workshop	PMo	January 2013	1 day	Diary date pending
Final report	PMo.	31.12.13	2 days	Pending validation workshop
Presentation	PMo.	January 2013	1 day	Completed 24.1.13
Ongoing support	Project team	Call off basis	TBA, if needed	
<b>Total</b>			<b>28 days</b>	



# Why APSE?

- **LGO's in disguise**
- **Sleepless nights**
- **Old rope, and money**
- **Practitioners**
- **Your critical friend**
- **Dedicated time**
- **Cheap**
- **No bluffing, no rip offs**
- **Add value, F.O.C.**
- **Will stay with it/come back**



# Oh Yeah?-Case Studies

## #1- Bedford: Expansion

- DLO, inc builders
- New opportunities (schools, H/A's/Civics)
- Business Plan
- Action steps (appliance of science)
- “Owned”

**£1M+ pa surpluses**

**Cost : Under £30k**

# Case Studies#2: Oxford Depot merger



## Need + opportunities

Brake on potential

Usual wider £pressures

- Smart people
- Valuable land
- Regeneration?
- Other sites available

## Game On?

# Oxford CC-Big Decision



Smart or Dumb??

- **£Millions at stake**
  - Land
  - Services
  - Depot build costs
- **Important services at stake**
  - Successful/ **brake on potential**

Wider Picture: £/Social Regeneration

# Step #1-Projected Need



## Baseline Analysis

- Current status
- Existing business
- Projected need

## Interactive process

- Documents/121s/ “Workshops”

# OCC-Step #1, Projected Need



One site:

Footprint down 16%

Buildings down 29%

Circulation down 29%

Outdoor parking up 28% (£50m<sup>2</sup>)

Line by line

**Massive, (£2.2M's) saving , like for like**

**Cost: £15k**



# Step #1-Projected Need

- 121's
- Document Review
- Standard Ratios
- **Real World**
- Stakeholder Workshop
  - validation/accuracy
  - “ownership”

**16-29%/£2.2M Savings,£660k on “Buy-In”**





# Step #2-Options

We know the need (demand side) v

- Total m2
- Building , Stores, Parking, Circulation, etc.

What's out there?

List of assets/options (supply side)



# Step #2-Options

## Consolidate?

Depot 1, and/or Depot 2

## Acquire New Land ?

Within/outside OCC ownership

**9 Options**, Open-minded start point

# Evaluating Options



## What will success look like?

Desired outcomes:

- Fit for purpose
- Support - timely
  - cost effective
  - high quality services
  - safely

Minimum disruption to –public  
- job

Sustainable (changing needs)



# Evaluation Criteria

## Rocket Science

- Availability
- Cost
- Funding
- Fitness for Purpose
- Sustainability

**Conclusions**: Obvious (Yes/No/Maybe !)

**Risks**, etc.: Highlighted early



# Evaluating Options

- 9 Options → 2/5
- “New” land required
- Costs understood
- Risks I.D’d/managed
- Actions focussed

# Feasibility of Single Site



- Vive la difference !
- Site/service specific, but....
  - Yes , if...
  - Available
  - Capital funded
  - Designed right
  - “Owned”
  - Risk managed



# Single Site

- Save buildings
- Save roads& circulation
- Save outdoor stores
- Save downtime
- Housekeeping/revenue “neutral”
- Happy staff, if...
- Fulfil service potential

**(N.B.-Do choose correct location !)**

# Key Messages , Oxford& UK



- Understand your business
- Understand your need
- Savings via “ownership”
- Ownership via involvement
- Modern design potential
- Design in flexibility/sustainability
- Partnerships in the **Real World**
- Need=Options=Risk Mgt=
- **Successful , sustainable outcome**





# Case Studies #3

## A Scottish Authority

- Stock retention
- SHQS, etc
- £85M /3year

VFM: -now?

-potential

Assess

Propose

Action

**Cost: in Range**

**Savings: c £1Mpa**

# Assessing a Building Maintenance Service



- Background
- Workshop (“Lean” thinking)
- 121’s
- Slices/TU’s /stakeholders
- FOPs-People
  - Systems/ processes
  - Materials
  - Vehicles& Plant
  - Buildings/Depots/ Overhead
  - £ Finance



# People

- Lists
- Reports
- Structures
- Spreadsheets/records
- Meet 'em !

# Systems



- See them
- Workshops/121s
- Process mapping

# Materials, Vehicles & Plant



- Lists/spreadsheets
- See them

# Buildings



- Plans
- Documents/costs
- See them (site visits)



# Overhead

- Accounts
- Structure charts
- 121s/ workshops

**Read it all back/**

**Validate**

# Benchmarking



- PN
- Process benchmarking ( gold standard)
- Other/ your own
- SWOTs/PESTELs, via workshops





# Appliance of Science

## What is to be done?

- Current status ✓
- Options: +/-  
risk/ mitigation
- Preferred option(s)
- **BUY IN**
- Action centred recommendations
- Action Plan (Who?/ What?/When?)
- Real



# Lessons Learned

- **Bedford:** internal change, stick to winning principles
- **Oxford:** Go for it !
- **Scotland:** Sky's the limit, early days



# Lessons Learned

For you....

- Lead officer
- Boss to sponsor
- Info quick
- Diaries

**Will pay off, big time:  
££'s/ Service / Staff**

**LOCAL SERVICES**

**LOCAL SOLUTIONS**



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