



**Authority name:** Derbyshire County Council

**Service Area:** Facilities and Property

**Project timescales:** August 2012-March 2013

**Savings identified:** £160k in the financial year 2013/14

### **Introduction**

An APSE associate worked as interim Assistant Director at Derbyshire County Council where she managed the Operational/Commercial arm of the Property Directorate. As a member of the management team she worked alongside a private sector consultancy company to review the best future strategic options for Property Directorate including if in the future the organisation should consider moving to a Local Authority Trading Company (LATC) or arms-length organisation (ALMO).

The Property Directorate is one of the largest in the country and has responsibility for end to end service delivery, including design, asset management, quantity surveying and estimating.

### **Objectives:**

- Manage and oversee the day-to-day running of Operations
- Streamline processes and improve delivery of service
- Options appraisal of future strategic options for Property Directorate

### **Outputs:**

- Identified the potential to achieve savings of over £160k in the financial year 2013/14
- Improve customer feedback and business technology and processes
- Reduce the time taken to produce a quote and time taken to invoice

### **Project summary:**

The role was primary to manage Operations whilst the Deputy Director of Property was seconded to prepare an outline business case based on a review of corporate property. The interim Assistant Director was responsible for a budget of approximately £40 million and 2000 employees, and it was vital to have regular communication with the workforce and trade unions to streamline the organisation to become as 'match fit' as possible.

The review of corporate property focused on a gated process with a decision as to whether the organisation should become a Local Authority Trading Company in the future. This needed explaining as part of the transformation and agenda for change that became very much part of the role.

Over the assignment period the interim identified the potential to achieve savings of over £160k in the financial year 2013/14. These included a saving over £30k from reviewing productivity in the County Hall Complex, a review of Hire Vehicles resulting in a saving of c £60k and a review of Call Out with the potential to achieve a minimum of £70k savings by more joined up working.

### **Recommendations:**

There were a number of other areas identified for improvement based on performance data including APSE Performance Networks data and targeted streamlining activity, some were focused on achieving cashable savings and others on improving customer and employee satisfaction e.g. improving the time taken to produce a quote or quality of and time taken to invoice. This service has a significant impact on customers' perceptions of the operation and accordingly was given a higher priority.

Other areas that work had commenced on included;

- Customer feedback,
- Absence data and targeted improvement
- Traded activity and benchmarking
- Transport review( hire vehicles was only 25% of the fleet)
- Improving end to end processes
- Improving flow of work from design to delivery
- Improving business technology and processes
- Vehicle management systems
- Preparation of an improving productivity package to realise additional savings
- Review including costed proposals on County Hall Security

The Directorate does have a number of partners that it delivered services to including the police and neighbouring authorities. These areas also required a renewed focus and improvements were identified but not concluded by the end of the assignment.