



Bringing services back in-house

Andy Mudd, APSE Solutions



Some legal stuff

- Best value requirements
 - Local Government Act 1999
 - Continual improvement, consultation
- Social value requirements
 - Have regard to ...
- Equalities requirements
 - Have regard to....
- Rules of reasonableness



A business case approach

- Strategic case
- Legal case
- Financial case
- Commercial case
- Operational technical case

Step One: Building an evidence base



- Assessment of performance
 - Reliable data
 - Contextualised against benchmarks and over time
- Assessment of cost effectiveness
 - Benchmarking unit costs
 - Ensure accuracy of comparison and included client costs
- Assessment of social value
 - Contribution to social value of area
- Assessment of contribution to strategic objectives
 - Service change and innovation
 - Income generation
 - Demand management

Step Two: identifying key requirements



- What are the must have requirements?
- What would be better?
- Any delighters?

Step three: identifying the options



- External options
- In-house options
- Divestment options

Step four: appraising the options



- Matching options against key requirements
 - Must haves are must haves
 - Would be better might be weighted
- A scoring system?



Step Five: Planning

- Gaining buy in
 - Members
 - Management
 - Staff
 - Service users
 - Other stakeholders
- Creating a service standard
 - That has widespread buy in
- Identifying resource requirements

Step Six: Mobilisation



- Managing the existing supplier
- Keeping staff in board
- TUPE

Step seven: Sustaining the service



- Clarity over service standard
- Performance management
- Contestability
- Benchmarking
- Innovation
- Income generation
- Demand management



Consultancy

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Interim management requirements

**Roads & Highways, Building Maintenance, Bereavement Services, Environmental,
Parks & Open Spaces, Waste, Facilities & Leisure etc.**

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