



# **Embedding an insourced service back in-house**

Andy Mudd Head of APSE Solutions

# Making the decision in the first place: Business Case stage



- Evidence base
  - Service review
  - Benchmarking
  - Views of service users
  - Future requirements – short, medium and long term
- Options appraisal
  - Natural conclusion or early parting of the ways?
  - Structural – delivery vehicle
  - Internal organisation – do you still need a client?
  - Service delivery – shifting focus
- Time-frame
  - It takes longer than you think!

# Don't try and do it by stealth



- Elected members make the decision
  - So include them from the start
  - And involve other key stakeholders such as Trade Unions
- Recognise impact on existing staff
  - Client officers
  - But also central services – legal, procurement and HR
- Transparency
- Evidenced decision making

# From business case to business plan



- Clarity over output requirements
  - Understanding what that means in terms of inputs
  - And of course cost
- Efficiency options
  - Productivity
  - Demand management
  - External income generating opportunities

# Key challenges



- Resourcing a shift from being a client to being a deliverer
  - Dealing with natural bias during review stage
  - Evaluating skills and gaps
- Uncertainty over staffing
  - TUPE is an uncertain way to build a workforce
  - Is HR up to the challenge?
- Plant procurement
  - Specialist vehicles etc require a long lead in period
  - Is procurement up to the challenge?
- Service (re)design
  - Do you want to take it in 'as is'
  - Or redesign before commencement?

# Management capacity issues



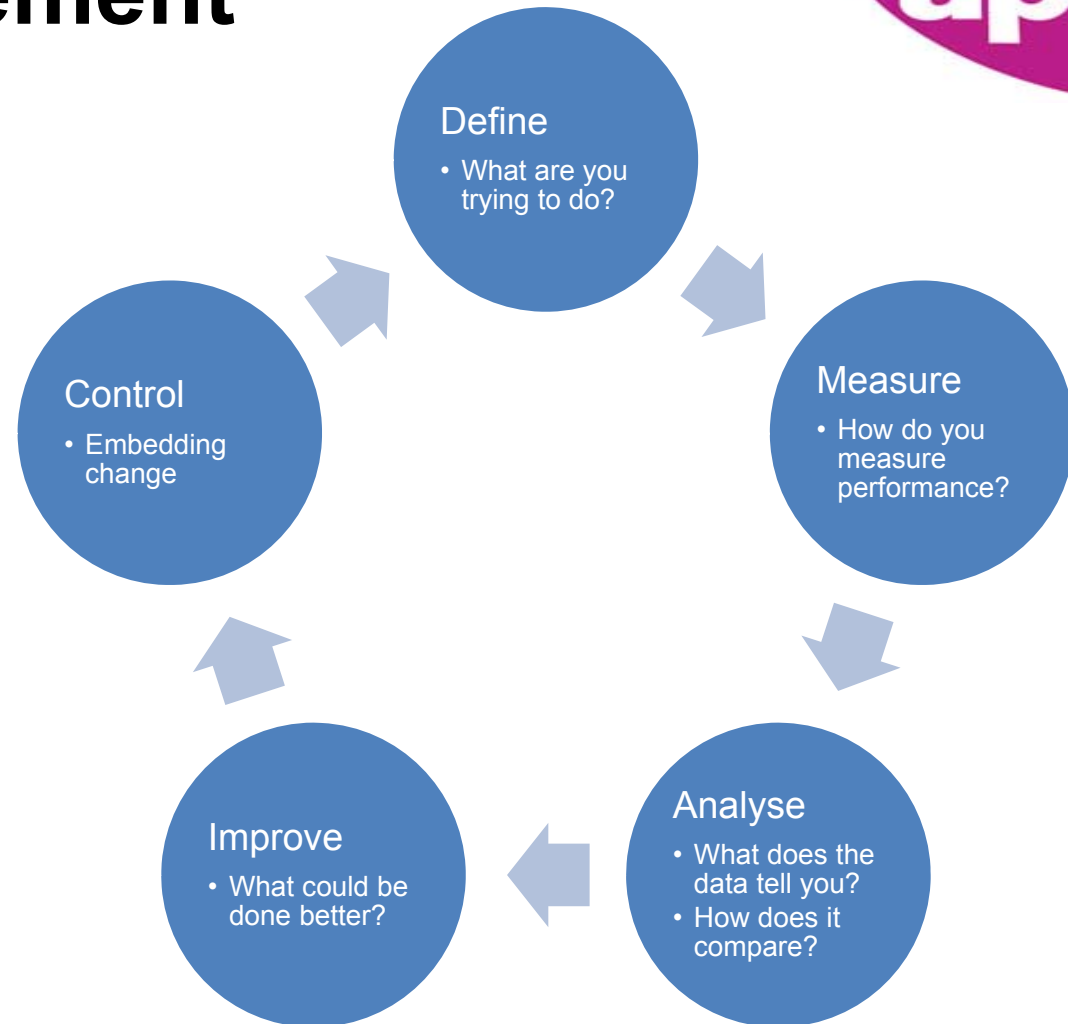
- Managers probably won't come via TUPE
  - But you probably won't know until its too late to recruit
  - And they may be in short supply even if you do
  - And they will also need managing – you might get the ones the transferee doesn't want!
- 
- Transferable skills
  - Early recruitment
  - Interim arrangements
  - Scale options

# Review starts on day one



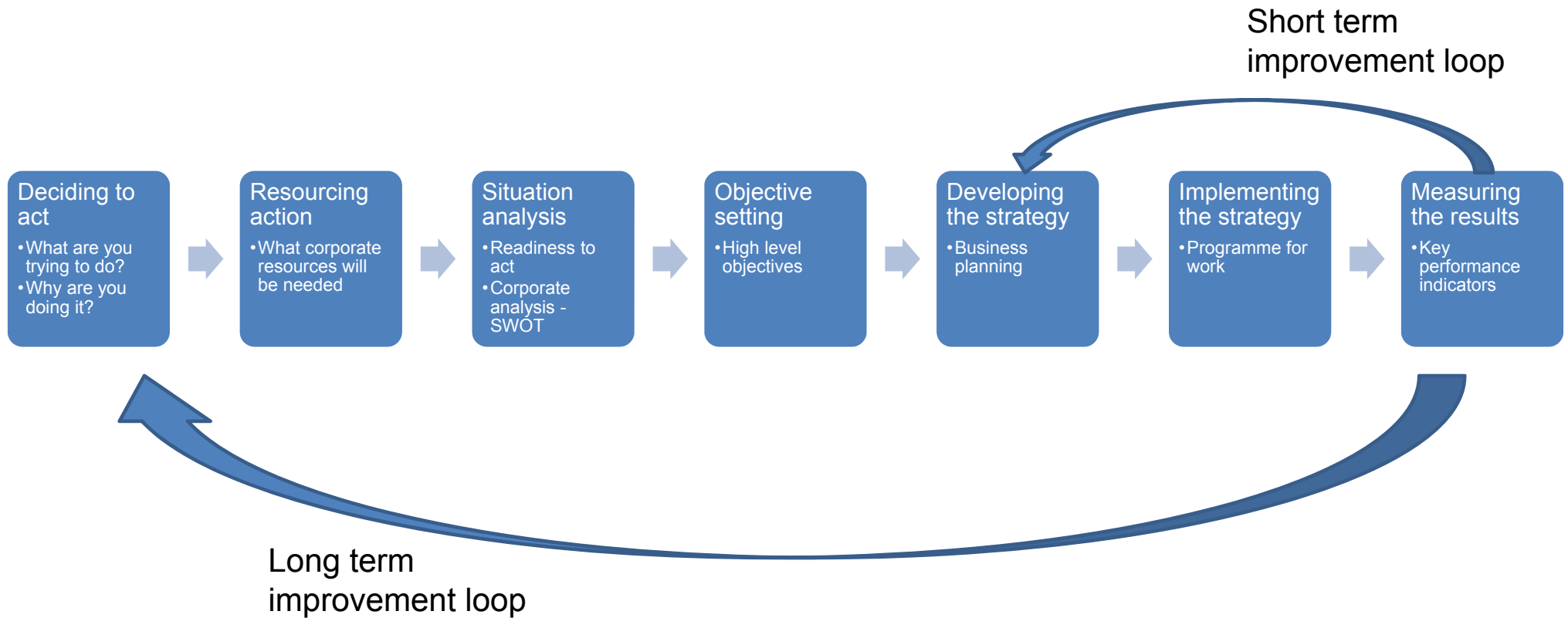
- No breathing space
- Start as you mean to go on
- Improvement should be continual not intermittent
  
- Creating a performance culture
  - Productivity
  - Demand management
  - Income generation

# Continual improvement





# Or it might look like this





## 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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