



Efficiency Through Review

APSE Solutions – Who are we?



- APSEs in house Consultancy team
- Long and proven track record of success
- Offer a range of services
- Including Interim Management
- Across a wide range of services LAs provide
- Operates a wide network of Associate Consultant
 - All experienced professionals
 - First hand knowledge and experience of the challenges faced by LAs

What is a Diagnostic Review?



A **Diagnostic Review** is a targeted assessment designed to help you: Understand and focus on your critical Service Provision, Financial and people issues.

Why is the Diagnostic important



The Diagnostic is a targeted assessment designed to:

- Break the service down into its basic elements.
- Looks intensely at each of those.
- Challenges the perceived status quo.

Diagnostic Review Process



- Background Research
- Data Analysis and Benchmarking
- Diagnostic Workshop
- Consultation
- Options Appraisal
- Report & Recommendations

Background Research



- This stage will include analysis of key documents such as business and service plans, financial information and customer satisfaction data.

Data Analysis & Benchmarking



- **APSEs Performance Networks - the largest voluntary public sector benchmarking service across the UK.**
- **Used by over 200 local authorities**
- **Leads the way in local government benchmarking.**
- **Gives added benefits to members by being able to offer a wide variety of comparator groups.**

Service Areas Covered



- Building cleaning
- Building maintenance
- Cemetery and crematorium
- Education catering
- Environmental Health
- Land Audit Management System (LAMS)
- Parks, open spaces and horticultural services
- Refuse collection
- Roads / highways
- Sports and leisure facility management
- Street cleansing
- Street lighting
- Transport operations and vehicle maintenance

Diagnostic Worksop



- The diagnostic workshop uses the principles of lean thinking which APSE has adapted for the local authorities.
- Normally involves Managers, Supervisors and Front Line staff.
- Seeks to raise awareness of the part that council services play in the delivery of a wider, complex social policy.
- Efficiency, innovation and commercialism run through the diagnostic stage of the project and will also consider the need and potential for addressing the underlying demand for the different services.
- Workshops usually run for one day and are facilitated by two consultants.
- All Consultants are experienced local government practitioners and have a good understanding of the service area being reviewed.

Consultation (Additional)



- This includes consultation with
 - Elected members
 - Customers and
 - key stakeholdersdepending on the requirements of the project.
- This can be one-to-one interviews, workshops and on-line surveys.

Options Appraisal (Optional)



- An evaluation of options can be undertaken, identifying the advantages and disadvantages, incorporating financial considerations and providing a recommendation on the most optimum option.

Report & Recommendations



- A report is produced following on from the operational analysis, with recommendations identifying areas where potential efficiencies and opportunities for income generation can be realised.
- APSE can also offer support in drawing together any recommendations into a service improvement plan for the authority, as well as assisting with implementation and re-design.

Case Study – Fleet transport Workshops



Objectives:

- Benchmark the allocation of time for repair and maintenance for each vehicle type in comparison to other local authorities and leading practice.
- Benchmark the estimated annual recharges to user departments for each vehicle type in comparison to other local authorities and leading practice.
- Benchmark the estimated annual spend on parts for each vehicle type in comparison to other local authorities and leading practice.
- Benchmark the proposed lifespan for each vehicle type in comparison to other local authorities and leading practice.

Case Study – Fleet transport Workshops



Outputs:

- A detailed analysis of the benchmarking report produced from the data submitted to Performance Networks by the authority.
- Recommendations for service improvement based on the findings.
- Copy of the Performance Network Family Group report.
- Copy of the Performance Networks Whole Service report.

Case Study – Fleet transport Workshops



Recommendations:

- That further investigation is carried out into the causes of damage being caused to vehicles including what mechanisms are in place to deal with the issue and if required what potential management through disciplinary procedures are in place to deal with drivers who regularly return to depots with regular accident or indiscriminate damage to reduce these costs.
- That the causes of accidents are looked into as a matter of urgency to ensure that in the first instance they are being recorded accurately and with a view to reducing their occurrence through training if required. Should this not be effective, consideration should be given to taking disciplinary action against drivers who have fault accidents or cause indiscriminate damage.
- That the Contract Maintenance Hire Charge in particular is urgently looked at in greater detail to determine why maintenance costs are so high and how these costs could be reduced in the future.
- That further investigation into the maintenance cost be carried out, with a possible view to carrying out a number of Time and Motion studies to determine “standard minute values” (SMVs) for individual tasks, which can then be used as a template for future maintenance work and may also be compared to any SMVs provided by the vehicle manufacturers.

Action Taken by Authority



- **Restructure of service**
- **Using Data the Authority are addressing some of the culture issues within the service.**
- **New workshop management system implemented.**
- **Ongoing changes to the service.**

Contact details



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Interim requirements

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

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