

APSE Solutions



Reviewing a Service: More Than Making Savings

Peter Moffatt, October 2015

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Once upon a Time..



- Cholera, etc
- Drains & sewers
- Water in your tap
- Rooms → Council Houses
- Homes fit for Heroes (Parts 1 and 2)
- Tower blocks, etc
- Trades to mend them

Once upon a time, Part 2..



- RTB
- CCT
- VFM
- Outsourcing/privatisation
- ALMO's/LSVT/PFI
- Austerity

Why have a DLO?



- “Vibrant” market
- Hostile environment
- A bed of nails

- So

Why a DLO?



- How “vibrant”?
- How good/safe?
- How flexible?
- How customer friendly?

Council/DLO



- Democratic
- Economic regeneration
- Environmental
- Accountable
- Non-bankruptable

Limited Company



-Make money
(compliantly)

er,..... that's it

So- is it worth it?



Yes, if...

- better
- "cheaper"
- faster
- safer

More responsive

More flexible

Better



- Proficiency
- Training/apprentices
- Accountability
- Safety
- Faster/responsive
- Flexible

√ Yes, if..

“Cheaper”



Why pay more?

but- £ surpluses

- Fixed costs
- £ Playing shops

There, or thereabouts (10%)

Service Review



-£ Savings: yes, if...,but:

- Value
- Improvement
- Sustainability
- “Fringe”/higher level benefits

Service Review



- Benchmarking (PN, etc)
- Document review
- "Workshops"
- 121's
- Tailored to you
- Draft findings/recommendations
- Validation-implementation

Your "critical friend"

Case Study #1



West Dunbartonshire Council

- Stock retention
- Major investment pending
- VFM?

Eyes & ears/ **critical friend**

Case Study #1



- VFM: yes, shown + proved
- Most improved 2012
- Workflow-Paper
- Computerise
- Case studies +30% (Day to day)

On with that

Case Study #2



Falkirk Council

- BM Team of the Year
- Want to get better !
- 10 year horizon
 - Voids**
 - Transport**
 - Productivity**
 - Cyclical maintenance**

Case Study #2: Falkirk



- Workshops
- Buy in/engagement
- Short/medium/long term recommendations
- Workflow Voids
- Workflow Day-to-Day (templates)
- Productivity- SOR
 - Cyclical
- Improvement Groups

Case Study #3: Nottingham



- NCC/ NCH (ALMO)
- Walking the talk (real world)
- Decent Homes Standard ✓
- Civic Leadership
- Nottingham Pound
- Commercialism
- Environment
- Municipal Power Station !

Building Maintenance



-NCH: Most Improved 2013

-NCH: VFM ✓ Some trades, some headroom

-NCC: ??? VFM, Civic Buildings

-Workflow: NCH ✓

NCC Civic ??? (outsourced)

NCC Highways ✓✓✓ (exemplar)

Nottingham: Longer Term



In-sourcing: maximise benefits of DLO's:

- £££: -VFM
- Commercialism
- Jobs/Living Wage
- Nottingham Pound
- Flexibility
- Environment

“Service Review” Meets In-sourcing



-Baseline

-Smart/ dumb analysis:

Good= In-source

Not (yet) good= Improve & reconsider

In-Sourcing?



- Risk managed
- Engagement
- Yes, where beneficial:
 - better
 - cheaper
 - faster
 - safer
 - customer friendly

In-Sourcing: Target Areas



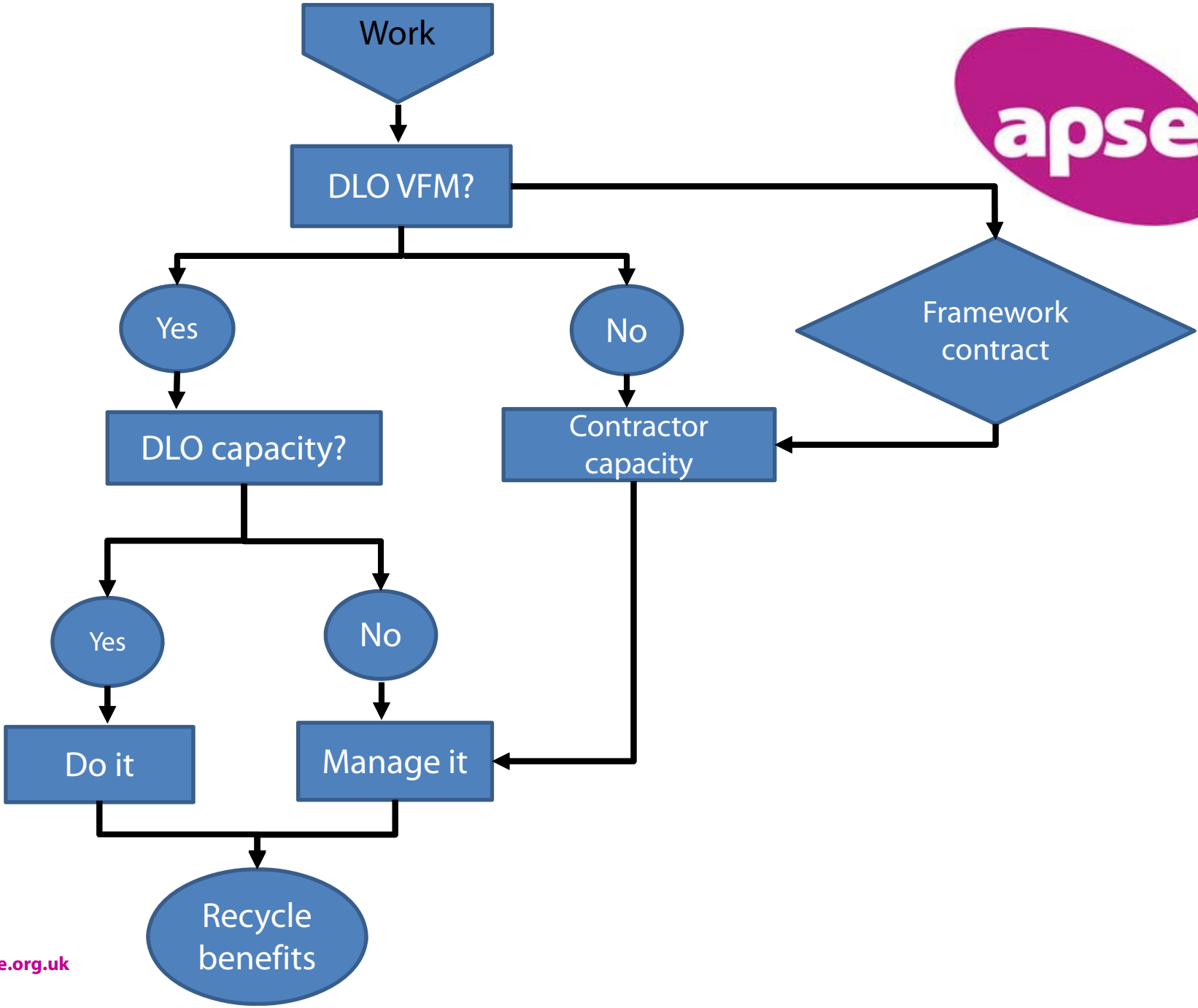
-NCC : Civic Maintenance

-NCH : Workforce

-NCC Highways: -workflow

-framework model

-workforce



Benefits of In-Sourcing



- £1.5Mpa
 - Commercial platform
 - Better, safer service
 - Living wage
 - Nottingham Pound
 - Changing Priorities
- Longer term Gain, if...**

Nottingham 2015



- Implementation programme
- Risk management
 - Quick wins
 - Hard centres
 - Tough nuts

“Can Do”, honestly

Service Reviews



-£ Yes: value

-Longer term benefits: -Economy

-Environment

-Sustainable change

APSE Support

Knowledge transfer

“Ownership”

LOCAL SERVICES

LOCAL SOLUTIONS



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