



Wales Catering and Cleaning Group: Efficiency

Andy Mudd, Principal Consultant,
APSE Solutions

The problem

apse



“We are all in this together”
Osborne’s Spending Review

So what can we do?



- Efficiency
- Demand management
- Innovation
- Income generation



Efficiency

- Increased output with same or reduced input
 - Productivity
- Removal of waste
 - Inputs that do not add output value

Likely sources of efficiency savings



- Better resource utilisation
 - Reduced vehicle down time
- Reduced wages bill
 - Design overtime and shift payments out by designing against actual demand
- Improved business process
 - Remove hand offs and stop batching work
 - Just in time supplies
- Stop doing things that don't need doing
 - Cleaning clean buildings
- Eliminate failure demand
 - Right first time approach



Demand

- Increasing demand to reduce marginal cost
 - School meals
 - Marketing
 - Branding
 - Pricing
- Reducing demand to reduce total cost
 - Cleaning
 - Self cleaning
 - Removing bins from desks

Seeing the bigger picture



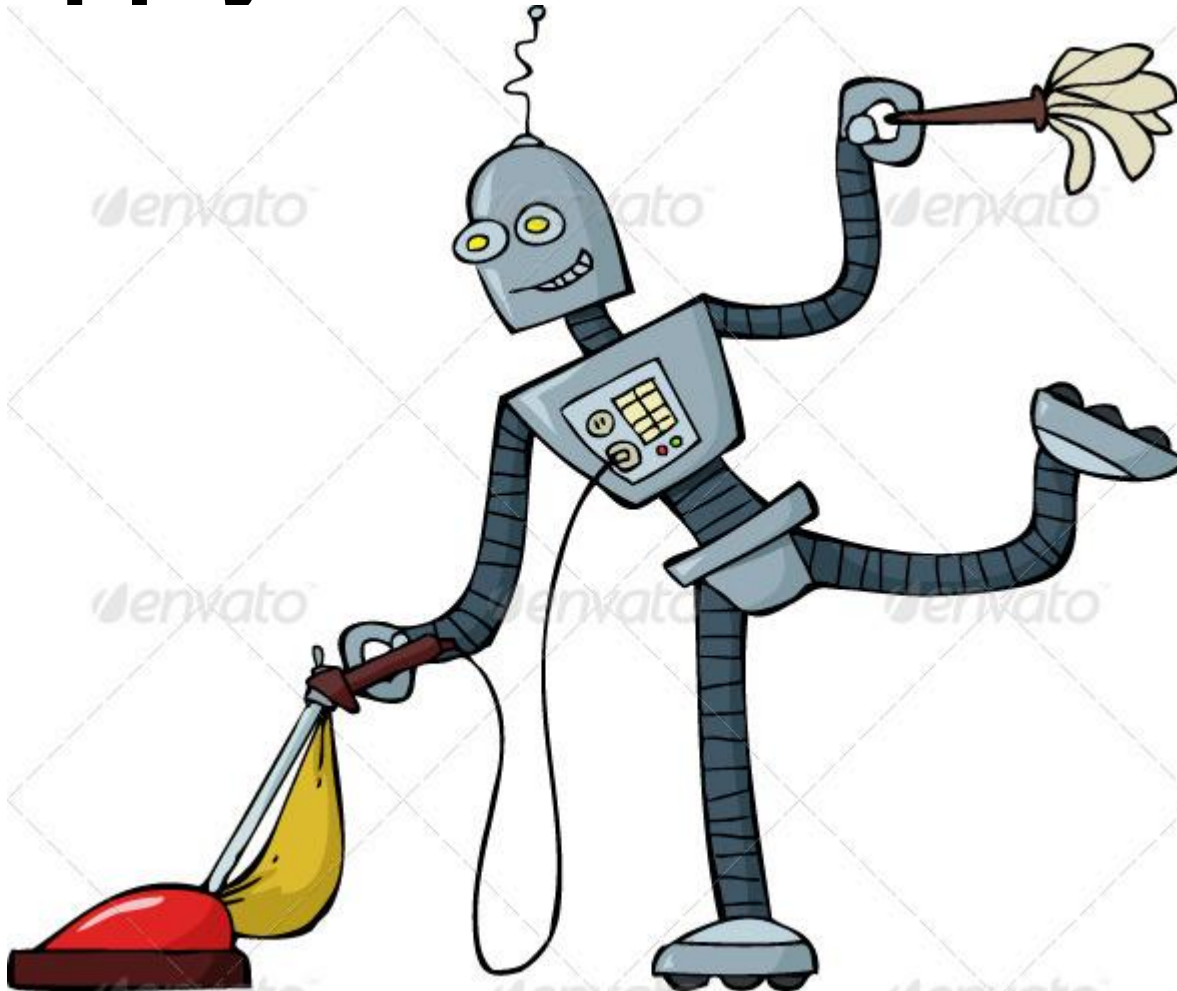
- Impact on wider public sector cost centres
 - Why do we provide these services?
- Increased demand for school meals
 - Positive impact on education, child health, economy etc
- Reduced demand for cleaning
 - Is self cleaning an efficient use of time?



Innovation

- Technology innovation
 - Impact on supply side
- Demand innovation
 - Impact on demand side

Technology reduces supply side costs



But has wider implications



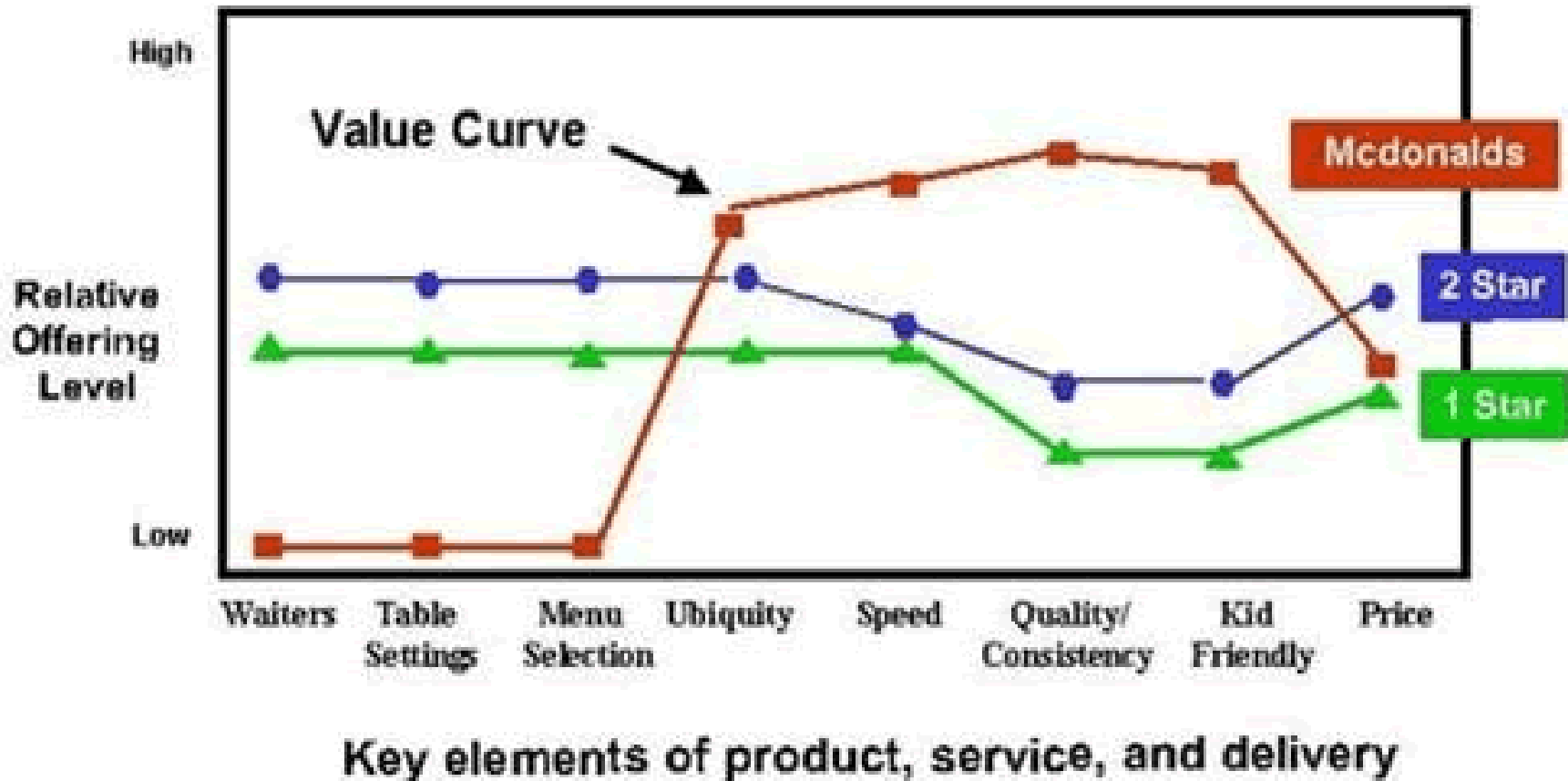
Demand innovation



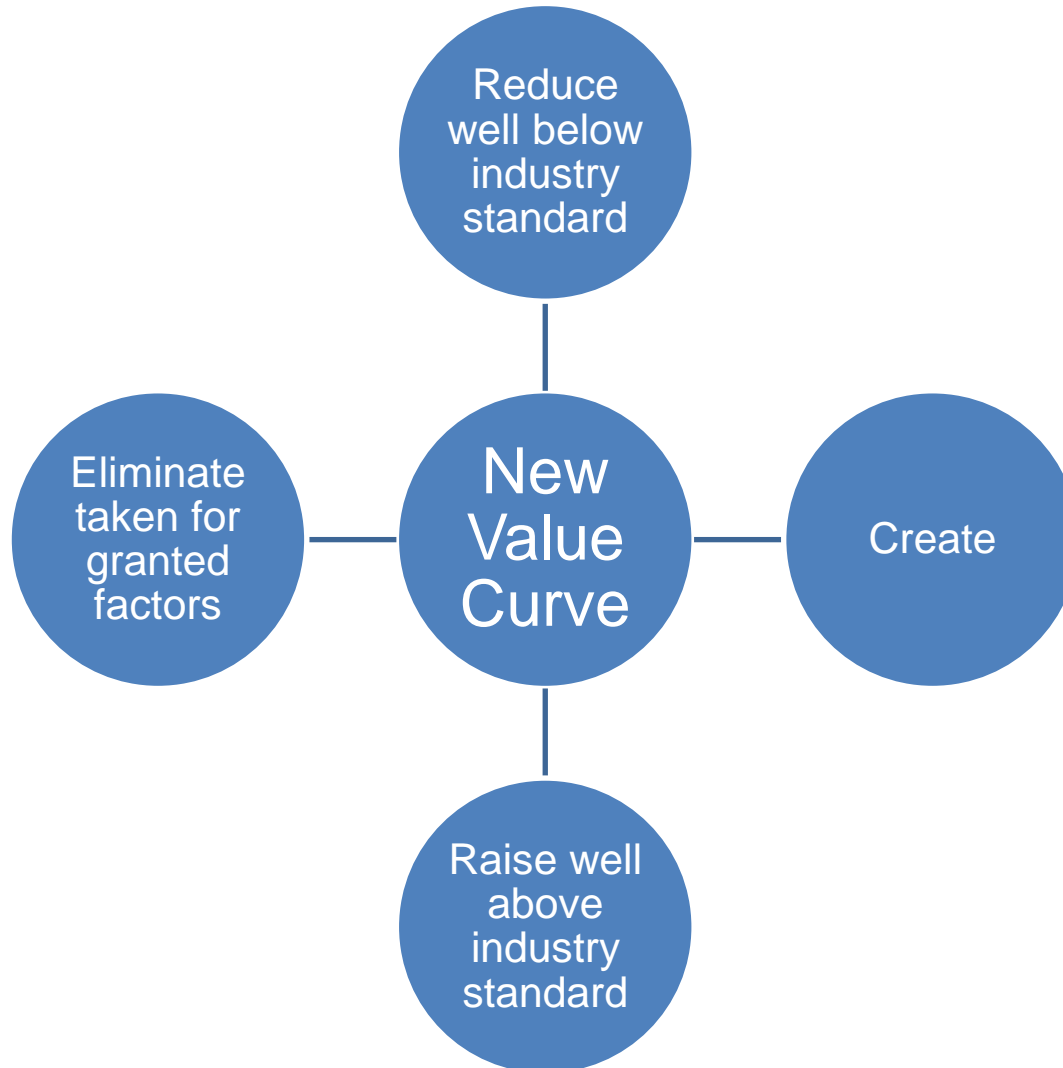
- Shifting focus
- Creating new demand
- Eliminating or reducing cost
- Increasing or creating value

Demand innovation: McDonalds

apse



4 Action Framework





Income generation

- Links with efficiency
 - Competitiveness
- Links with demand management
 - Increased demand reduces marginal cost
- Links with innovation
 - Supply side cost
 - Creating new demand



Andy Mudd

Association for Public Service Excellence (APSE)

Tel 0161 772 1810

Fax 0161 772 1811

Email: amudd@apse.org.uk

Web: www.apse.org.uk