



APSE Building and Housing Advisory Group

Friday 26 November 2010



Building Maintenance State of the Market report 2010

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Headlines

- Workload - level of workload of the building repair and maintenance service (housing and non-housing) to change over the next 12 months?
 - Biggest category – stay the same – but movement away from this category c/f last survey
- Budgets - budget for the repairs and maintenance service to change over the next 12 months?
 - 20% more think a reduction



Headlines

- Future of management arrangements over the next 12 months?
 - A lot of comments re alternative delivery models, more contractors who are cheaper; ALMOs; market testing...
- Average rates of pay for crafts?
 - Variety, about £1 increase on average, between £9.50 and £12.70 per hour



Headlines

- Recruitment – only 1 out of 31 respondees having trouble recruiting or retaining – big change
- Absence levels – 45% unacceptable
- Trading externally – 40% yes; 37% not considering
- Growth areas – renewables, energy efficiency; new build housing/non-housing; external; school estate development
- Reduced work – capital expenditure, any non essential work



Headlines

- Further questions about
 - Personal workload
 - Use of ICT, diagnostics, call centres...
 - Bonus schemes
 - Apprenticeship schemes

- APSE website – Briefing 10/53 September 2010



How can APSE help?

- Range of topics
- What else can we do?



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APSE UPDATE



National Issues

- UK/Scottish Spending Review
- Scottish Spending Review
- Workforce issues
- Council Tax Freeze
- Revenue and Capital Reductions
- Housing and Regeneration Reductions
- 3% Efficiency Target
- Commission on Future Public Service Delivery
- Scotland Bill – Enact Calman



Local Authority Strategic Responses

Short Term Responses

- Corporate and Service Restructuring
- Recruitment Freeze
- Pay Freeze/Reductions
- Increase Fees/Charges - Politically Sensitive
- Service Review/Service Redesign
- New Target Operational Models



Medium Term Responses

- Procurement Reform – Procurement Scotland/Scotland Excel
- Collaborative Reviews with Partners
- Back Office Efficiency – Transactions
- Sharing Services
- Alternative Business Models/Creeping Outsourcing



Longer Term

- Personalized/Better Targeting of Resources
- Preventative Intervention Programmes



Responses

- Influenced by Managerial Complexity, Political Sensitivity/Difficulty and Time
- Tools which can be used now to realise savings – need for quick release
- Tools which can be used over the medium/longer term... Take time and are complex and sensitive
- Issue is Time!



Recent Briefings

- Outcomes of a Round Table Event into Shaping Responses in a Climate of Austerity (10/62)
- Comprehensive Spending Review 2010 – Implications for LA's (10/60)
- Income Generation – Using Charging and Trading Powers (10/59)
- Workforce/Staff Absence: Maximising Efficiency (10/57)
- In House Service Improvement Plans (10/56)
- Audit Scotland BV Toolkits (10/50)
- Independent Budget Review (10/46)



- Housing Fresh Thinking New Ideas (10/45)
- Financial Capacity of RSLs/LA's to Build Houseing (Scottish Government Research)
- Round of Briefings Covering Efficiency Related Issues
- Scottish Government Spending Plans and Draft Budget For 2011/2012



Research Reports

- One Size Does Not Fit All – Attitudes and Opinions Towards Service Transformation
- Exploring Economic Footprint of West Lothian Operational Services



Seminars/Conferences

- Performance Networks – Blackpool 2-3 December 2010
- APSE Building & Housing Seminar – Peebles 16-17 February 2011
 - Building & Housing Accolades
 - Apprentice of the Year Awards
 - Deadline End of November 2010
- National Conference – Hampden Park 25 February 2011



Work Programme for Group

- Advisory Groups Need to Add Value
- Sharing Learning/Good Practice
- Develop an agreed work programme for group which is structured and dynamic
- Canvassed for Issues...
- Some Responses – 15 in total



Topics/Issues

- Best Value Benchmarking
- Housing Investment/Energy Efficiency
- Shared Procurement
- Public Sector Efficiency Implications
- Housing Regulator
- Energy Efficiencies
- Performance Networks
- What are we doing to retain “in-house” services
- Training/Re-training employees
- Efficiencies without cutting employee numbers
- Advisory Groups – are we getting it right?



- Explore if any LAS's are undertaking capital work when properties become void
 - Multi Skilling
 - Mobile Data
 - Waste Recycling
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- Anything else individuals would like to add?



Advisory Group Task

Establish 10 priority issues by rating list of issues 1-10. 1 = Top Priority, 10 = Last Priority

- Will form basis of future programme of issues



Proposed Survey of ASPE Membership in Scotland

- Considering a survey in order to improve APSE offering to Member Councils
- Looking to Pilot in two groups
- Use Building and Housing Advisory Group?



Discussion of Issues Affecting Service Delivery

- Specifically organizational Restructuring if any planned?

- Anything Else?



Connaught / Rok

– implications for the sector



Context

- Major players in R&M/capital investment market
- L As, H As, health, police and other contracts
- R&M, capital investment, voids, gas, electric...
- Outstanding – Norwich, Arun, Raglan, Southern, Town & Country HAs (mid Sept 2010)
- Rok Liquidation No Buyer



Contracts

- Capitalisation
- Suicide bids
- Delivery and performance



Outcomes

- Sub contractors
- Morgan Sindall/Lovell; Mears
- Investigations
- Costs



Lessons

- Contingency plans
- Quality v cost
- Bid evaluation procedures
- Transfer of providers
- Termination
- Unsustainable bids



How can APSE help?

- Raising awareness
- Courses on procurement in general
- Examples of avoiding all eggs in one basket
- Contract management training courses



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