

APSE Solutions



“The Appliance of Science”

Housing, Building Maintenance,
& Construction Advisory Group
Manchester, 17 April 2013

Who's speaking, please?



- Franjames Ltd.
- APSE Associate
- APSE range:
 - Advisory Group/PN
 - Principal Advisor(s)/ Scotland
 - Network queries
 - Seminars & events
 - **Targeted Consultancy**

APSE Solutions



- The full range:
 - Surveyors
 - Engineers
 - Builders
 - Managers/consultants, etc.
- Practitioners

Whatever you want

Whatever you need.

www.apse.org.uk

Examples/Case Studies



- Bedford- multidisciplinary DLO
- Oxford- Depot merger
- A Scottish Unitary- Builders

How it Works



Need: - sleepless nights
- envy
-ambition

Aware of APSE

Give your boss a nudge

How it works



Boss/contact: Talks to Andy/Gayle/Davina

Talk through need/ sends e.g. me

- Free of charge/
- "quick and dirty"

Make proposal/project plan/£cost

OK?

How it works



OK ✓ / order

Project initiation meeting

Go for it



How it works

- Send us background
- Diagnostic workshop
- 121's
- Diagonal slice/TU's/stakeholders
- Site visits
 - Formulate options/proposals
 - Iterative/interactive
 - Share drafts
 - Validation workshop
- Tweak it
- Final report/ presentation

www.apse.org.uk Follow up, if needed

Project Plan, January 2013



Activity	Responsibility	Date	Days	Comment
Desk top review	PMo./MR	31.10.12	2 days	Completed 15.11.12
Diagnostic workshop	PMo./MR	30.10.12	2 days	Completed 30.10.12
Stakeholder consultation	PMo./MR	30.11.12	8 days	Completed 18.12.12 to fit Tenants Association schedule
Process mapping	PMo./MR	30.11.12	8 days	Completed 30.11.12
Draft report	PMo.	Mid- December 2012	4 days	Completed 13.12.12
Validation workshop	PMo	January 2013	1 day	Diary date pending
Final report	PMo.	31.12.13	2 days	Pending validation workshop
Presentation	PMo.	January 2013	1 day	Completed 24.1.13
Ongoing support	Project team	Call off basis	TBA, if needed	
Total			28 days	

Why APSE?



- **LGO's in disguise**
- **Sleepless nights**
- **Old rope, and money**
- **Practitioners**
- **Your critical friend**
- **Dedicated time**
- **Cheap**
- **No bluffing, no rip offs**
- **Add value, F.O.C.**
- **Will stay with it/come back**



Oh Yeah?-Case Studies

#1- Bedford: Expansion

- DLO, inc builders
- New opportunities (schools, H/A's/Civics)
- Business Plan
- Action steps (appliance of science)
- "Owned"

£1M+ pa surpluses

Cost : Under £30k

Case Studies#2: Oxford Depot merger



Need + opportunities

Brake on potential

Usual wider £pressures

- Smart people
- Valuable land
- Regeneration?
- Other sites available

Game On?

Oxford CC-Big Decision



Smart or Dumb??

- **£Millions at stake**
 - Land
 - Services
 - Depot build costs
- **Important services at stake**
 - Successful/ **brake on potential**

Wider Picture: £/Social Regeneration

Step #1-Projected Need



Baseline Analysis

- Current status
- Existing business
- Projected need

Interactive process

- Documents/121s/ "Workshops"

OCC-Step #1, Projected Need



One site:

Footprint down 16%

Buildings down 29%

Circulation down 29%

Outdoor parking up 28% (£50m²)

Line by line

Massive, (£2.2M's) saving , like for like

Cost: £15k



Step #1-Projected Need

- 121's
- Document Review
- Standard Ratios
- Real World
- Stakeholder Workshop
 - validation/accuracy
 - "ownership"

16-29%/£2.2M Savings,£660k on "Buy-In"

Step #2-Options



We know the need (demand side) v

- Total m²
- Building , Stores, Parking, Circulation, etc.

What's out there?

List of assets/options (supply side)



Step #2-Options

Consolidate?

Depot 1, and/or Depot 2

Acquire New Land ?

Within/outside OCC ownership

9 Options, Open-minded start point



Evaluating Options

What will success look like?

Desired outcomes:

- Fit for purpose
- Support - timely
 - cost effective
 - high quality services
 - safely

Minimum disruption to –public
- job

Sustainable (changing needs)



Evaluation Criteria

Rocket Science

- Availability
- Cost
- Funding
- Fitness for Purpose
- Sustainability

Conclusions: Obvious (Yes/No/Maybe !)

Risks, etc.: Highlighted early



Evaluating Options

- 9 Options → 2/5
- “New” land required
- Costs understood
- Risks I.D’d/managed
- Actions focussed



Single Site, (if viable !)

- Save buildings
- Save roads& circulation
- Save outdoor stores
- Save downtime
- Housekeeping/revenue “neutral”
- Happy staff, if...
- Fulfil service potential

(N.B.-Do choose correct location !)

Key Messages , Oxford& UK



- Understand your business
- Understand your need
- Savings via “ownership”
- Ownership via involvement
- Modern design potential
- Design in flexibility/sustainability
- Partnerships in the **Real World**
- Need=Options=Risk Mgt=
- **Successful , sustainable outcome**



Case Studies #3

A Scottish Authority

- Stock retention
- SHQS, etc
- £85M /3year

VFM: -now?

-potential

Assess

Propose

Action

Cost: in Range

Savings: c £1Mpa

Assessing a Building Maintenance Service



- Background
- Workshop (“Lean” thinking)
- 121’s
- Slices/TU’s /stakeholders
- FOPs-People
 - Systems/ processes
 - Materials
 - Vehicles& Plant
 - Buildings/Depots/ Overhead
 - £ Finance

People



- Lists
- Reports
- Structures
- Spreadsheets/records
- Meet 'em !

Systems



- See them
- Workshops/121s
- Process mapping

Materials, Vehicles & Plant



- Lists/spreadsheets
- See them

Buildings



- Plans
- Documents/costs
- See them (site visits)

Overhead



- Accounts
- Structure charts
- 121s/ workshops

**Read it all back/
Validate**

Benchmarking



- PN
- Process benchmarking (gold standard)
- Other/ your own
- SWOTs/PESTELs, via workshops

Lessons Learned



- **Bedford:** internal change, stick to winning principles
- **Oxford:** Go for it !
- **Scotland:** Sky's the limit, early days

Lessons Learned



For you....

- Lead officer
- Boss to sponsor
- Info quick
- Diaries

**Will pay off, big time:
££'s/ Service / Staff**

LOCAL SERVICES

LOCAL SOLUTIONS



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