Bringing services back in-house

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Some legal stuff

- Best value requirements
  - Local Government Act 1999
  - Continual improvement, consultation
- Social value requirements
  - Have regard to …
- Equalities requirements
  - Have regard to….
- Rules of reasonableness
A business case approach

- Strategic case
- Legal case
- Financial case
- Commercial case
- Operational technical case
Step One: Building an evidence base

- Assessment of performance
  - Reliable data
  - Contextualised against benchmarks and over time
- Assessment of cost effectiveness
  - Benchmarking unit costs
  - Ensure accuracy of comparison and included client costs
- Assessment of social value
  - Contribution to social value of area
- Assessment of contribution to strategic objectives
  - Service change and innovation
  - Income generation
  - Demand management
Step Two: identifying key requirements

- What are the must have requirements?
- What would be better?
- Any delighters?
Step three: identifying the options

- External options
- In-house options
- Divestment options
Step four: appraising the options

• Matching options against key requirements
  – Must haves are must haves
  – Would be better might be weighted
• A scoring system?
Step Five: Planning

- Gaining buy in
  - Members
  - Management
  - Staff
  - Service users
  - Other stakeholders

- Creating a service standard
  - That has widespread buy in

- Identifying resource requirements
  - Zero-based budgeting
Step Six: Mobilisation

- Managing the existing supplier
- Keeping staff in board
- TUPE
Step seven: Sustaining the service

- Clarity over service standard
- Performance management
- Contestability
- Benchmarking
- Innovation
- Income generation
- Demand management
Consultancy
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Interim management requirements
Roads & Highways, Building Maintenance, Bereavement Services, Environmental,
Parks & Open Spaces, Waste, Facilities & Leisure etc.

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