

## **APSE Central Region Event**

Efficiency & Transformation Tuesday 15 July 2025 **Matt Miller, APSE Solutions** 



@apseevents

# APSE Synergy

- APSE Solutions & APSE Energy
- Provide ethical consultancy to local authorities
- Public sector experience



Looking for a consultant or interim to step in and hit the ground running?

APSE has an enriched database of specialists within local government....



Interim Management Critical friend Workforce strategy Survey-based work Commercial development Diagnostic health check Coaching and mentoring Service improvement planning Comprehensive service review Data Insights

# Local Government Reorganisation

#### Diagnostic approach

journey

apse solutions A diagnostic approach to service re-design to suppation your council's reorganisation APSE solutions has developed an approach to service review and design which uses tried and tested tools and techniques, but it is APSE's extensive knowledge of public service delivery that reinforces our position in taking this approach. All APSE consultants have first-hand experience of service delivery and are well known and respected within their fields. The APSE team will help you and your colleagues to understand the services that you provide from an 'end to end' perspective. This will low you to focus on overall value rather than individual costs and avoid the mptation of cost reduction in one specific area, which can often result in cost

nodel looks to identify different processes within an authority and identify

le duplication of resources, wasted effort and avoidable demand. By in a range of techniques, we can look to reduce the steps in the supply chain afficiencies and savings leading to an improved end user experience. tial to properly understand the way in which a service currently runs possible to determine how it might work more effectively and

he future. This is the logic behind the diagnostic approach.

ic workshops are one way in which APSE has been able to work pouncils to effectively identify ways in which to improve processes antify benefits of holistic working and realise efficiency savings. part of a single service review, a wider cross cutting review or level diagnostic report. The benefit of diagnostic workshops areas for further analysis, which can save time and resources the issue. It also helps to prioritise those areas that may also those that will have the greatest effect. In some p further phases of work, providing further successful

ith the government's invitation to County' Councils, District Councils and some small the government's invitation to County Councils District Councils and some submit plans to submit plans to some submit plans to some submit plans to combine of the submit plans to councils and some submit plans to councils that in proparation for these new submit plans to to look at the services and plan for efficient goardions ed services and a vider range of staffing experience within newly consultations is service delivery models, including goportunities to export industry consultations including goportunities to export industry consultations including goportunities to export including including goportunities and including goportunities to export including goportunitie ed services and a wider range of statiling experience within newly formed learns ices are delivered across the complexity of reorganising areas insourcing, and h mind APSE's diagnostic workshops offer the ideal opportunity for local work with industry experts to highlight business areas where nind ASSE's diagnostic workshots offer the ideal oportunity for local o work with industry, expents lo highlight business areas where its inpacted by reorganisation on a joint basis aross multiple authorities s may be achievable. We are happy to non these workshops to support is impacted by reorganisation on a joint base across multiple as the support will not apply for cross-authority diagnostics but will be supported supplied on ils impacted by reorganisation or a joint basis across multiple authorities will not apply for cross-authority diagnostics but will be supplied on Diagnostic Workshops in the following service areas: Crematoria dertaken using the extensive experience of APSE within local authorities across the country to help shops will be tailored for officers at an operational, ishops Just For LGR? strategic level. Some authorities have found it support services to attend the afternoon session Skills will be transferred to the council team this workshop service. The government linelines or and the range of the service is and the range of the service is a service of the service o hich is key to ensuring the teams continued , this workshop service. The government innelines some states of the soverment innelines sourcently operating in the short term to provide be currently operating in the short term to provide

anisation lakes place

Local Government Reorganisation (LGR)

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# **APSE Solutions Contact Details**

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## **APSE Central Region Event**

Efficiency & Transformation Tuesday 15 July 2025 **Peter Kilkenny, APSE Associate** 



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Efficiency and Transformation in local government.... challenges remain.

15<sup>th</sup> July 25

PG Reviews

Often.... the starting point.....

- Financial challenges service reductions and efficiency drive?
- Growth and ambition?
- Operating model does it deliver wider community outcomes?
- Elected member involvement views aspirations
- LGR what this could present for both wider council services and any revised new administration?
- Corporate centre drive for efficiencies and allocation of corporate charges. Does this restrict service improvement?



#### Often.... the starting point.....

• **Strategic Alignment** (How well do the aims and objectives of the council align with wider Public service and community wider outcomes? Service outcomes known and evidenced?

#### Finance and Business Planning

What is being done to attract inward investment? Not just service cuts.... Delivery models etc.

Finance of debt.... How attributed?

• **Performance** (What outcomes have already been achieved / delivered?

Review key performance indicators What is measured? How and why?

What are the targets? What are the time frames for targets? How are they set? Who sets them? What benchmarks exist?

#### Evidencing the findings

When advising on major service transfer/transformation then evidencing findings becomes absolutley crucial.

# The changing agenda nationally

- Integrated neighborhoods
- Family hubs health centres with person centred care
- Local Govt Outcomes Framework.... what does this present?
- Local Govt Re-organisation
- Financial settlement.
- Integrated Care Partnerships how involved across service provision?

Key Design Principles relevant to the council.... some examples

- Prevention agenda (health) and costs need to be understood.
- Transparency of costs and value.
- Data important to help inform longer term sustainable services.
- People remain key to successful delivery not operating models.
- A need to refocus and energise resources in tackling these issues on large scale public reform issues.
- Social value of services often not quantified or value known.
- Resources tight to deliver increasingly challenging public agenda.
- Community outcomes what delivered to date?



Private: Information that contains a small amount of sensitive data which is essential to communicate with an individual but doesn't require to be sent via secure methods.

# **KEY DESIGN PRINCIPLES**

- My experience supports the view...
- Models of delivery are irrelevant until the local authority at first considers the, "OUTCOMES" it expects any delivery model to achieve against any predetermined view that may exist.
- No pre-determined view on alternate models of delivery across local government services; that choice and decision, should be reached by elected members based on local factors, with customers and local residents central to any decision making and thought process.
- We cannot tackle the current or future challenges as individual organisations, we **must work together**. Greater collaboration multi agency work.

### Framework for Assessment



- My experience supports the view...
- Agree a common framework for any review to evidence findings
- A need to understand local factors community wide outcomes.
- How are current services viewed?
  - VFM assessed?
  - Outcomes delivered?
  - Growth on revenue opportunities costs reductions.





- We understand and appreciate that all our clients have different needs and challenges. We can evidence extensive knowledge, expertise and understanding of local government, not for profit and commercial context across the UK and N.Ireland.
- As a micro interim executive consultancy, we provide a bespoke and dedicated service to our clients. Collectively we have the skill sets and experience that will deliver the specific requirements of the Council and provide a quality assurance and sense check derived from our collective and extensive experience in the sector both at a strategic and operational level.

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Click <u>here</u> to check out our available interim managers in your service area!



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