



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

apse solutions

**A diagnostic approach to
service re-design to support
your council's reorganisation
journey**

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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 allow you to focus on overall value rather than individual costs and avoid the temptation of cost reduction in one specific area, which can often result in cost increases elsewhere within the system.

model looks to identify different processes within an authority and identify the duplication of resources, wasted effort and avoidable demand. By using a range of techniques, we can look to reduce the steps in the supply chain and identify efficiencies and savings leading to an improved end user experience. It is vital to properly understand the way in which a service currently runs in order to be able to determine how it might work more effectively and efficiently in the future. This is the logic behind the diagnostic approach.

[illegible]

undertaken using the extensive experience of APSE within local authorities across the country to help workshops will be tailored for officers at an operational, strategic level. Some authorities have found it support services to attend the afternoon session. Skills will be transferred to the council team which is key to ensuring the teams continued

Government Reorganisation (LGR)

Diagnostic Workshops in the following service areas:

Crematoria

Workshops Just For LGR?

! this workshop service. The government timelines completed by April 2027 and the reorganisation of April 2028. This provides an opportunity for local re currently operating in the short term to provide panisation takes place.

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INVESTORS IN PEOPLE
We invest in people Gold



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Peter Kilkenny, APSE Associate



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

15th 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?



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 pre-determined 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.

PG Reviews



- 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 [here](#) to check out our available
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