

alexander
engage. challenge. change.

Case Study

Brighton & Hove City Council CityClean

Developing a Balanced Scorecard-based
Performance Management System

In brief:

- Brighton & Hove City Council trialled Balanced Scorecard as a performance management framework in CityClean, their waste management division.
- They asked Alexander to help the team develop a vision and strategy, which would improve its position of most expensive and least productive service provider in its family group.
- As a result, the CityClean team has an effective performance management framework in place, which all stakeholders believe in and work within.



Think with us ...

If you're reading this, then you're probably just like us, always curious about new ways of working.

The aim of our case studies is to promote sharing of knowledge and from it **thought leadership**. We hope this study helps you think through and explore some of the issues we now face.

Your questions and feedback are welcome.

Call us on 023 8022 5020 or email kay.bocock@alexander-ecc.com.

Case Study

Brighton & Hove City Council chose CityClean, their waste management division, to trial implement Balanced Scorecard as a performance management framework.

The CityClean division had a history of unrest and ongoing problems with its industrial relations; all political groups recognised and agreed that these issues needed to be addressed. Developing and implementing a performance management framework based on Balanced Scorecard was an ideal vehicle through which to bring about cultural change, common values and a shared vision.



The council engaged Alexander to guide CityClean managers and stakeholders through an accelerated and inclusive process. The aim was to develop the vision and strategy so that the service could transform itself from the most expensive and least productive to the top performing provider in its family group.

Alexander facilitated a consultation process and a structured programme of training workshops with the senior management team and stakeholders, which focused on building the vision and the strategy that CityClean needed to move forward. The workshops were practical, challenging and gave all key stakeholders the chance to contribute to them and shape the future.

Case Study

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“With some consultants, you pay your money, they tell you what you already know and you don't learn anything new or useful. This was new, useful and understandable!”

Sue McMahon, Principal Accountant, CityClean, Brighton & Hove City Council.

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Although the council set a challenging schedule for developing the performance management framework, Alexander developed it for the senior management team and three service areas in under three months. This was achieved through the commitment of the stakeholders and careful project management.

As a result of the above, all political parties shared a common understanding and commitment to CityClean's strategy; they were fully supportive of the difficult decisions that had to be made if changes in culture and performance were to be achieved.

The CityClean management team has in place a management framework that looks at their performance on service delivery and monitors their progress against the activities and initiatives that are necessary to achieve their strategic goals.

“Alexander got to grips with the issues facing CityClean and managed to engage all the key stakeholders in a very short period of time and develop a performance management framework that will allow us to address and attain the difficult and necessary changes ahead of us.”

Chris Stannard, Head of Contracts & Performance, CityClean, Brighton & Hove City Council



CityClean is Brighton & Hove City Council's in-house service responsible for the collection and disposal of household waste and recycling in Brighton & Hove. Some of the services provided are kerbside recycling collections, recycling points, recycling facilities in flats, refuse collection from households, public street and beach cleansing, chargeable bulky waste collections and subsidised compost bins.

Alexander is an independent change management consultancy that specialises in strategy alignment, performance management and improvement.

For further information, please contact Kay on 023 8022 5520 or email kay.bocock@alexander-ecc.com.

Alexander People - what we believe

Alexander people are business people who are passionate about public services. We take what's good from the private sector and shape it to meet the demands and challenges of public service. So when we look at the world and see what's wrong, our instinct is not to complain about it, it's to do something about it. This means that, when we look at our own company, we don't just look at its performance as a business; we look at the difference we make to changing public services and society for the better.

The people who manage and deliver public services today face huge challenges. They deserve someone to think with and people who can help to do the things they haven't the capacity to do themselves.

That's why we **engage** and connect with the people at all levels in public services who face these challenges.

Then we help them **challenge** the way things are.

So that they can deliver real **change** for the better.

That's what we do: **Engage. Challenge. Change.**

There's a belief that, without a profit motive, there isn't enough to drive public services to be better. We say that the stakes couldn't be higher. For people who work in and with public services, if we fail, society fails. **We believe this is the most powerful driver there is.**

Alexander People - what we do

Knowing where to go and how to get there

- Strategic & organisational review and diagnosis
- Shared vision
- Transformation strategy
- Transformation blueprint
- Stakeholder engagement
- Change readiness
- Communications

Delivering customer value with less resources

- Lean Systems Thinking
- Service transformation, design and improvement
- Shared services
- Function and service reviews
- Options appraisals and business case development

Enabling change to happen

- Programme and project management
- Change Management and benefits realisation
- Building capacity to change
- Skills and knowledge transfer

Making change sustainable

- Leadership development
- Management development
- Continuous improvement strategy and culture
- Skills and knowledge transfer

We work with...

Alexander works with people & organisations in the public sector, including:

- District Councils
- Unitary Authorities
- County Councils
- Housing Associations
- Police Services
- Health Services

If you'd like to talk about how we can help you, call us on 023 8022 5520.

Alexander - contact us

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