

Hertfordshire County Council

The Way We Work (TW3) - Transforming support services

Transformation of service support processes and delivery models across a range of teams (adults and children, schools and families) and services (social care, environmental, Fire and Rescue, HR)

In brief:

- **Genuine partnership to support a business transformation programme**
- **Set-up and supported delivery of Lean BPR projects**
- **Strategic guidance and change management support**
- **Provided guidance on development of their Lean BPR approach**
- **Capacity building, skills and knowledge transfer**

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

Alexander was engaged to undertake a detailed analysis and redesign of service support processes as part of the council's BPR transformation programme "The Way We Work" (TW3).

The Way We Work Programme is a ground-breaking transformation programme that has attracted interest and plaudits from all parts of the UK public sector and wider. It has two main parts:

- A change of culture and adoption of flexible working based on:
 - Building trust
 - Communication
 - Fit for purpose ICT infrastructure
- A rationalisation of 50+ working bases to four administrative hubs

As part of this wider programme, the Council sought help to redesign and rationalise the wide array of service support roles from printing and photocopying to specialist support roles, like those supporting social care professionals.

Alexander worked across a range of teams, including adults and children, schools and families, and services (social care, environmental, Fire and Rescue, HR) in order to help the Council understand in detail what these people did. The assembled data included:

- Internal customer groups, their service and quality standards
- Business processes and associated operational performance
- Business processes and associated costs
- Organisational structures, locations, staffing and management

From this, Alexander devised a rationalised set of working models and service support roles to provide financial savings, improved responsiveness to customer needs and more consistency in approach.

Within a new "better and fewer" philosophy, the new arrangements provided £1.5m in cashable efficiencies, improved responsiveness to internal customers, parity between teams (including common roles) and a previously missing career path for service support workers.

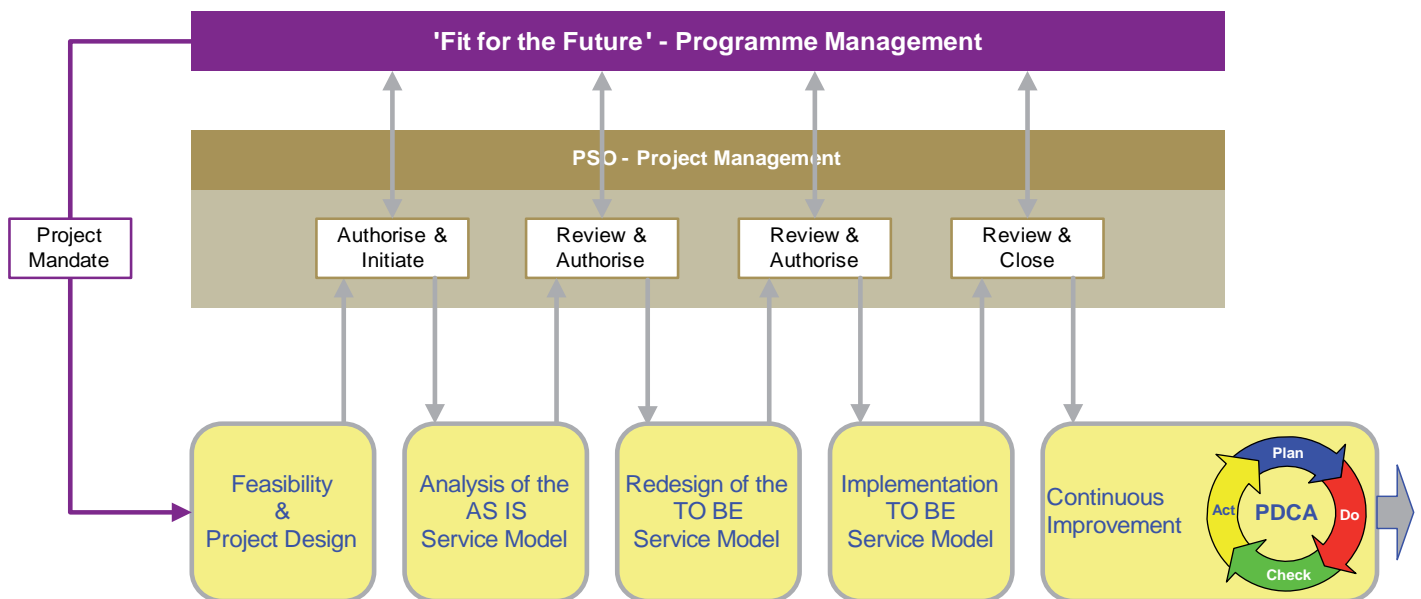


Case Study

As a key part of the implementation's success, recommendations included the replacement of some former service support management roles with continuous improvement-focused ones, which would act as a catalyst for **the new way of working and a challenge to the old way**.

The project used a structured **Cost-Benefit Model** to support the review and service model options. The model was used to quantify the potential to release both hard and soft benefits.

Other key successes were the effectiveness of the work to engage initial sceptical stakeholders to drive the changes enthusiastically and the transfer of process-improvement skills that have enabled them to do this with little external support.



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.

www.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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