

Local Authority & Service Providers



Case Study #1

Unitary Council – Insourcing project

Incorporating

Visualising Transformation™



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Summary

An insourcing contractor working with a Unitary Council was 15 months into a 12 year partnership contract. Major challenges were presented by a high proportion of interim managers with an equally high attrition rate creating a number of operational issues. The division, comprising 75 officers consisted of just 11% of the transferred workforce, but carried 37.5% of the financial risk.

The functions grouped under the title 'Environment' were not allocated to any Service Delivery Manager (SDM) and poor performance had to be addressed urgently.

Challenges

Most SDM's had one or two functions to manage, with a single Service Level Agreement (SLA) to contend with, a single Client Services Officer (CSO) and a handful of KPI's to perform against.

The 'Environment' SDM supplied by SSD had nine SLA's, 105 KPI's and 8 CSO's. 22 of the 75 officers reported directly into the Environment SDM. The trading account for the area was running at minus 3%.

In this volatile arena conditions were nothing short of chaotic and transferred staff were being removed by a stream of interims rather than being developed in relation to targets within a formalised structure.

There was obvious conflict between the interests of the staff, the council and the business case seeing people and departments pulling in different directions.

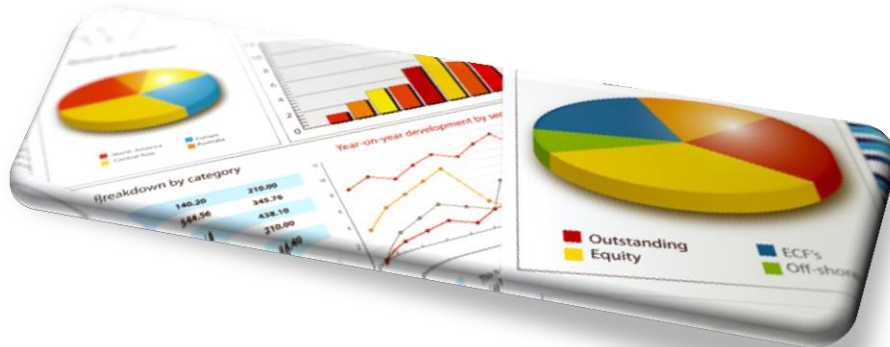
Fire-fighting was also rife seeing a plethora of improvement opportunities missed due to poor resource management.

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Results

Within 12 months all 'Red flag' KPI's were back to green, all backlogs were cleared, and a carefully considered re-structuring programme saw 8 ad-hoc teams comprising 75 staff with 22 direct reports become 4 teams with a wider remit and a total of 65 staff.



Headcount reduced without redundancy. The 4 posts created at the head of each team were filled through promotion.

The minus 3% trading performance was reversed and increased to +4% quickly, finishing the year with a monthly surplus of >20%.

The 'people' aspect was closely attended to and the attrition rate dropped sharply, seeing structure and solutions become sustainable through a stabilised workforce.

This was recognised, winning the Council an improved CPA rating with specific reference to the partnerships capacity adding influence on the council .

Furthermore, the partnership gained a commendation at the LGC annual awards, with two distinct elements of the work recognised as innovative and nominated for further awards.