

Local Authority & Service Providers



Case Study #6 Street Scene

Incorporating

Visualising Transformation™

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Street Scene

Summary

SSD were engaged to support an Inner London Borough. They presented a variety of Management issues; none less than a history of indifference for the delivery of results following Best Value Reviews (BVR's).

The Borough were aiming for an Excellent CPA score, but the environment area had slipped from a 2 to a 1. This would inhibit any chance of progressing their CPA.

The Borough had recently restructured its Best Value Review Team, and was recruiting to a wider vision. It was several months into a review entitled "Cleaner Safer Places" (CSP). This needed new thinking in respect to Refuse Collection, Waste Management, Street Cleansing, 'other-area' cleansing & housing 'Caretaking' while also tackling challenges in respect to anti-social behaviour, neighbourhood regeneration and waste education.

This was an extremely wide brief, with enormous potential for impact, covering a budget way in excess of £35M per annum.

Challenges

The service director had left. An assistant was struggling to cover while those senior managers not being 'reorganised' were also leaving. Morale was very poor, and the Waste Manager had resigned. The CEO required a very positive review, as it was a political imperative to build upon other 'Beacon' achieving transformations for other service areas.

The Council culture was generally focussed on achieving PI improvement. However, in contrast to this, the directorate affected by these plans still displayed many 'old-school' methods of conduct. They worked in a strong series of Silos, with little communication from room to room, even within the same sections.

Several processes were happening in parallel. Multiple ideas and methods of communication were being tested internally and externally seeing four steering groups form – 1. Practicable ideas, 2. Performance management and Value for Money assessment 3. a senior management / stakeholder group, and 4. a Members / Chief Executive Board.



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Results

SSD were involved at all levels, Chairing two groups, writing reports for the Board, and acting as an external challenge partner to the Council.

With support, focus and clear communications, significant momentum was generated throughout the team, immediately reducing stress and increasing energy.

Everyone involved offered their support 'Over and above their day jobs'; with such a positive attitude triggered, the pace of learning and discovery increased exponentially.

The CEO and her immediate team, stepped up to lead by example for nothing short of excellence. The CSP review was concluded successfully with detailed implementation plans for the next three years, including core service restructuring.

A 'How to deal with street cleansing' re-appraisal focussed on education and enforcement, removing the mind-set that ever increasing budgets to clean up dropped litter was 'effective' management.

Service delivery became more localised, with generic powers and responsibilities deployed to those on the streets, dovetailed to the Police at ward levels through a simplistic approach (People with barrows who take a pride in work).

Members at all levels including the CEO believed this to be the best BV Review ever conducted by the Council. The approach delivered by SSD now stands as a cornerstone for best practice, having received two nominations for awards at a prestigious nationwide event.

The outcomes exceeded expectations, for £3.5M a year less than anticipated.