
Report to: Clackmannanshire Council

Date of Meeting: 24 October, 2019

Subject: Organisational Redesign: Update

Report by: Chief Executive

1.0 Purpose

The purpose of this report is to update Council on progress with implementing the organisational redesign it agreed as part of the 2018/19 Budget, approved on the 8th March 2018. This report provides an update on key organisational design activity which is being developed and progressed. It is based on the 18 month Phase 2 organisational redesign plan approved by Council in August 2019.

2.0 Recommendations

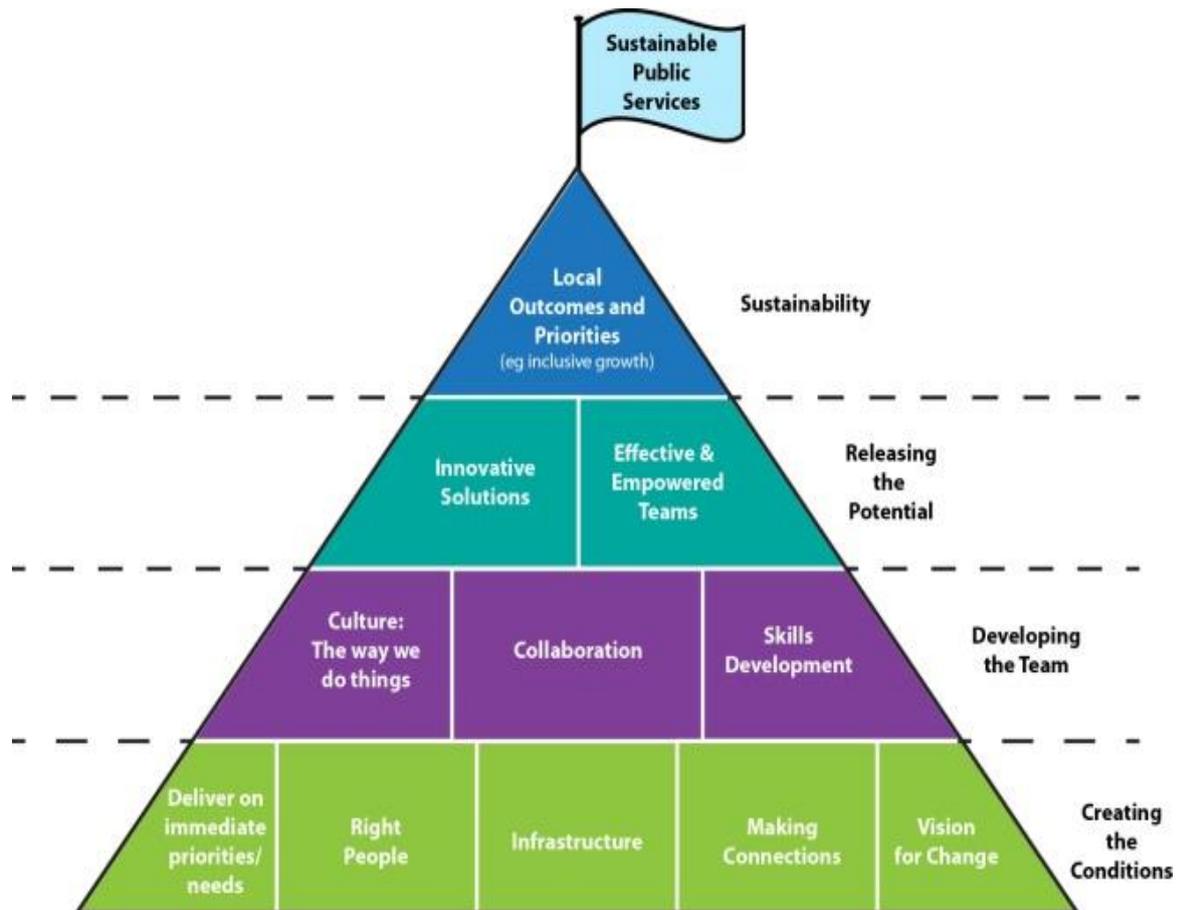
It is recommended that Council:

- 2.1. Notes the progress in the development of the medium term Transformation Plan (paragraphs 4.1-4.4)
- 2.2. Notes the adoption of the iESE Innovation Mandate work, resourced by the Improvement Service (paragraphs 4.5 and 4.6)
- 2.3. Approves £25k (plus VAT and expenses) investment from the Transformation Fund to secure support from iESE to augment the draft Transformation Programme and to identify efficiency releasing proposals in the short term, (paragraphs 4.8-4.10)
- 2.4. Approves Council membership of iESE and nominates an elected member representative (paragraphs 4.12 and 4.13)
- 2.5. Notes progress with regards the highlighted redesign activity set out in paragraphs 5.2-5.7
- 2.6. Notes that a full update on progress will be presented to the next Council meeting (paragraphs 3.5 and 5.1).

3.0 Background

- 3.1. At the meeting on 22 August 2019, Council considered an update report which set out proposals for Phase 2 of the Council's organisational redesign, covering the period up to the end of February 2021. The timescales agreed reflect the intention to integrate the Council's service and financial planning in the medium term. In time, it is anticipated that these approaches will be fully integrated and a continuous cycle of innovation, learning and review activity will represent 'business as usual' across the range of public services delivered locally.
- 3.2. A clear framework is in place for monitoring and evaluating progress and refining activity based on four key phases which need to be progressed to allow the Council to deliver medium to long term service and financial sustainability. The phases are not designed to be sequential but run concurrently. The four phases are as follows:
- **Creating the conditions:** This phase is about creating the conditions for sustainable change. It focuses on ensuring that alongside delivering business as usual, the Council is investing in its people for the future. It also requires investment in building the Council's internal systems, strategies and frameworks and in building effective stakeholder relationships with local partners, national agencies and our communities. This activity is underpinned by a streamlined and focused vision and priorities which clearly recognises the need for change.
 - **Developing the Team:** This phase prioritises embedding a positive and empowering culture which supports the Council's vision for change. Our communities and service users are at the heart of everything we do and our culture embodies this priority. This phase continues to develop effective stakeholder relationships and evidence these through positive collaborative arrangements across the range of services the Council delivers. This phase also recognises the need to continue to support our workforce with focussed leadership and skills development.
 - **Releasing the potential:** This phase reflects the establishment of effective and empowered teams which are confident in delivering both operational service delivery and innovative proposals for change. The network of empowered teams is supported by a positive #Team Clacks culture where innovation and learning are embraced and supported.
 - **Sustainability:** This phase is characterised by effective delivery of the Council's agreed outcomes and priorities. Over time it is anticipated that, whilst ensuring that the Council continues to meet all of its statutory duties, performance data will show a prioritisation of investment in those areas agreed by Council. The aggregation of the Council's service delivery models will be sustainable in both service delivery and financial terms.
- 3.3. Planned key actions are highlighted at this stage but this is designed to be a dynamic plan which will continue to be updated to reflect new opportunities or changes to plans, for instance in response to lessons learned as we continue to implement transformational change across the range of services we deliver, or due to contextual and environmental changes.
- 3.4. As stated in Council's previous update report, the framework and activity set out in Exhibit 1 is complementary to, and aligned with, the Council's Transformation Strategy which was agreed in March 2019. The framework sets out the broad phases of activity required to deliver sustainability.

Exhibit1: Organisational redesign framework



Appendix A sets out the key planned improvement priority actions for Phase 2 of the Council's organisational redesign. Phase 2 is characterised by a focus on embedding and better integrating the work undertaken to date, promoting a positive customer focused organisational culture, and providing a specific focus on securing innovation in our relationships with our communities as well as promoting the profile and contribution of Clackmannanshire. To facilitate these developments, Appendix A incorporates three key areas which are considered to be critical to delivering organisational sustainability. These are:

- **empowering families and communities:** revitalising our communities and working in partnership to develop, innovate and sustain community participation and empowerment with regards the delivery of local services
- **embedding Council vision and values:** promoting a positive and consistent customer focused organisational culture which ensures that collaboration, inclusive growth and innovation are at the heart of all we do whilst demonstrating our organisational values as set out within Be the Future
- **continuing to raise the profile of Clackmannanshire locally, regionally, nationally and internationally:** working collaboratively and in partnership to create opportunities for inclusive growth and jobs and skills development aligned with City Region Deal and the development of a Regional Economic Strategy .

3.5 As previously indicated, clear responsibility and accountability for taking forward tasks is in the process of being allocated. The next Council update aims to clarify key officers leading on each of the specific priority proposals. It is intended that senior managers and strategic directors will take corporate leadership roles which aims to promote matrix working within the new structures. This approach also aims to facilitate skills development and succession planning and thereby enhance organisational resilience. This was intended to be the main item for this Council report but has been deferred in the light of higher priority developments which are set out in section 3.

4.0 Development of the Council's Transformation Plan

4.1 Since August 2019, aligned with the preparation of the Council's next Budget, significant priority has been invested in the development of the medium term Transformation Plan. Whilst the Council's Organisational redesign activity is focussed on how we improve and develop our organisation to support sustainable change, the Transformation Plan is focussed on developing a programme of specific functional reviews with the aim of providing better integrated, customer and service user focused models of service delivery which are also financially sustainable.

4.2 Early work has identified a range of potential proposals. These are currently being classified into the following six key themes:

- Asset management
- Commercialisation
- Collaboration
- Commissioning and procurement
- Digital transformation
- Service redesign.

4.3 The proposals gathered to date have been informed by a combination of: review of the Transformation plans in place within other UK wide public sector organisations; internal staff proposals for change; senior management analysis and engagement through senior and professional networks such as APSE, SOLACE, Scottish Leaders Forum and through a cross service workshop which was held in September 2019.

4.4 A prioritisation tool is also in development to assist Council in prioritising the 'running order' for the development of business cases for proposals initiated through the Transformation Plan. At this stage, the Plan is envisaged to cover a 3-5 year time period for planned activity. These developments will also continue to be shared through scheduled Programme Governance Board meetings.

4.5 To augment the content of the Transformation Plan as well as to assist with prioritisation of early efficiency gains and sustain the pace and momentum currently in place, it is proposed that some additional external diagnostic work is undertaken. Through our partnership approach with the Improvement Service, the Council is undertaking the 'Innovation Mandate' with iESE, a not-for-profit social enterprise (see Appendix B for further information). The cost of this work is being met by the Improvement Service.

4.6 The Innovation Mandate is a tool which is applied prior to a transformation or a sense check on progress and collective understanding in terms of an organisations transformation approach and plans. It checks or establishes the parameters for transformation. It is delivered through a workshop format and involves the leadership cohort of Members and Officers. The aim of the approach is to optimise the transformation programme established.

The timeliness of this 'readiness' evaluation is extremely good when considered alongside the current priority activity of developing the Transformation Plan.

- 4.7 In discussion with iESE, a range of other potential supports have been described which could be delivered alongside the Innovation Mandate to establish a portfolio of proposals with short term benefits realisation i.e. early/ quick wins, as well as highlighting longer term opportunities to deliver operational improvements and financial efficiencies. These proposals could then be added to the Transformation Plan.
- 4.8 The Chief Executive has engaged with iESE to develop a targeted diagnostic based on the following iESE tools:
- Customer focus diagnostic
 - Cultural diagnostic
 - Efficiency and Effectiveness Diagnostic

The resultant diagnostic approach blends aspects of each of the approaches, seeking to maximise the efficiency gains of running a more focussed range of activity concurrently. The specific service focus would be agreed prior to implementation but is open to considering most, if not all, aspects of the Council's operational service delivery.

- 4.9 Beyond this initial engagement, iESE could also be considered for further phases of work which would build on phase 1 work. This could include using iESE's Cultural diagnostic and Cultural Compass which allows for evaluation and tracking of behaviours to monitor change against the original diagnostic baseline. Consideration is also being given to a commissioned services tool (available for both adult and children's services) aimed at supporting open and transparent negotiation of costs for specialist care placements. Progressing such options would be dependant on evaluation of performance and benefits realisation of the initial phase of work and governance for any further potential work is not being sought from Council at this point.
- 4.10 The total cost of the proposed diagnostic work is £25k plus VAT and expenses. Council is asked to approve this expenditure from the Transformation Fund established in the 2019/20 Budget setting process.
- 4.12 Alongside this the Council is asked to take up a membership of iESE. Membership is open to any public body delivering public services in the UK. iESE has members in England, Scotland, Wales and Northern Ireland. East Ayrshire Council was iESE's first Scottish public body and Moray and North Ayrshire Councils have also subsequently joined. New memberships are currently in process for East Lothian and Perth and Kinross Councils and the Scottish Fire and Rescue Service. Clackmannanshire's current proposal benefits from an 'early adopter' discount for the services outlined.
- 4.13 There is no joining or annual membership fee and there is a £1 limit of liability for members. In return, the Council is asked to provide an elected member representative to vote at the annual general meeting. iESE members also nominate candidates for election to the company Board on an annual basis, again these are usually elected members.
- 4.14 The Programme Governance Board was briefed on the development of this potential partnership and the diagnostic activity at its meeting on the 4 September 2019. Partnering with iESE and becoming an early adopter of its package of diagnostic tools presents opportunities and potential to significantly bolster the range and pace of our transformational planning.

5.0 Organisational redesign plan update

- 5.1 There is a range of wider organisational redesign activity being progressed and as indicated in paragraph 2.6, a fuller update will be provided in the next report to Council. However some key aspects of current work are highlighted for elected members in the following paragraphs.
- 5.2 A cross service working group is in place to further develop the evidence base and narrative on the 'Clacks Effect' research which focuses on identifying Clackmannanshire's distinctive context. Elected members may recall that analysis had previously been commissioned with Stirling University to establish whether there is an evidential base for the proposal that the level of complexity and vulnerability demonstrated within the Clackmannanshire context, trends at a rate beyond that suggested by the deprivation profile for the area. This in turn, it is proposed, results in a greater need for public service support and resources which is not recognised through any current funding mechanism or measurement framework.
- 5.3 The initial work undertaken by Stirling University does indicate that there appears to be merit in further development of this work. On this basis, the focus of the work has been extended and the sub –group includes representation from key services such as Education, Housing, Social Work, Strategy and Health and Social Care. Links have also been established through the Clackmannanshire HSCP Locality Manager in to NHS Forth Valley. Police Scotland have now also suggested they would like to be involved. Consistent themes appear to be emerging across services. These emergent themes appear to be supportable to an extent, by a range of existing statistical indicators. This information is currently being collated and consolidated into a more coherent strategic narrative with a view to identifying transformational proposals for redesigning the areas where service demand is particularly acute across public services. This is a medium to longer term ambition as it reflects an extremely complex set of challenges aligned with the delivery of our LOIP.
- 5.4 It is likely that a significant factor in the 'Clacks effect' picture is the area's economic performance. As a consequence, work in respect of the Council's City Region Deal with Stirling University and Stirling Council continues to be prioritised, alongside the review of potential Forth Valley Wide opportunities for joint working within the Regional economy. As specific projects are approved and implemented, it is anticipated that there will be improved access for local residents, communities and young people to skills, business development and employment opportunities. The improved access to employment that these initiatives strive to deliver will in turn aim to improve the social and financial independence of our communities.
- 5.5 A further area that is currently being developed is in respect of Empowering Families and Communities. At present, a range of community based services are provided by the Council. As a precursor to identifying redesign opportunities and options, and engaging with communities or partner organisations, the range of Council services is being mapped across the Council's three portfolios (People, Place and Partnership and Performance). This information can then be used to inform potential redesign options and/or provide the foundations for broader engagement with partners. It is likely that as options for redesign are developed, arrangements for piloting proposed approaches with communities will be developed. This work is also aligned with the development of the Council's Participatory Budgeting arrangements.
- 5.6 The Council is currently in the process of implementing the Senior Manager structures across the three portfolios. Alongside this, original proposals for senior manager leadership development have been further developed as well as for tiers of management and

supervisory staff below. The proposals are currently being refined prior to finalisation. However, it is anticipated that these approaches will be rolled out in the near future. They are designed to be aligned with, and complementary to, the approach in place for the Extended Senior Leadership Group. The Chief Executive has also recently undertaken the Leadership Sonar exercise (a form of 360 degree review), This will now start the cascade of this activity through senior management as a basis for leadership development aligned with the Council's agreed values.

5.7 Work is also being progressed to look at how broader staff engagement and involvement in the identification and involvement of transformation proposals can be facilitated and supported.

6.0 Sustainability Implications

6.1 N/A

7.0 Resource Implications

7.1 *Financial Details*

7.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

7.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes X

7.4 *Staffing*

8.0 Exempt Reports

8.1 Is this report exempt? No

9.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

(2) **Council Policies** (Please detail)

10.0 Equalities Impact

10.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? Yes No

11.0 Legality

11.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

12.0 Appendices

12.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A: Phase 2 Organisational Redesign Priorities

Appendix B: iESE background

Appendix C: Case Study: support services review

13.0 Background Papers

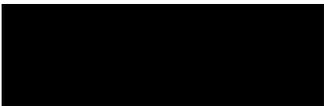
13.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Appendix A - Priority Activity – Phase 2 Organisational Redesign

Phase	Activity	Planned Work
Creating the Conditions	Deliver on immediate priorities/needs	<ul style="list-style-type: none"> • Balanced Budget 2020/21+ • Reprioritised Capital investment programme • City Region Deal: Full Deal incorporating financial profiling • Improve visibility: Roadshows and briefings on Culture, values and change, new Corporate Plan • Potential election events • Health and Social Care Partnership Service and Financial sustainability • Chief Officer Group relaunch and conference: Protection
	Right People	<ul style="list-style-type: none"> • Appointment to Senior Management roles • New HSCP Chief Officer/ Review of HSCP resourcing • Organisational restructuring in all portfolios aligned with new service delivery proposals • Additional capacity: Funding officer and communications officer • Specialist capacity: Transformation and CRD
	Infrastructure	<ul style="list-style-type: none"> • Capital Strategy • Medium Term Financial Plan • HSCP Recovery Plan • Learning Estate Strategy • Local development Plan • Strategic Housing Investment Plan • Developing and Implementation of Sport and Active Living Infrastructure • Devolved business support model • Digital Strategy: priority automation proposals • Embed Programme Governance Board • Communications: internally and externally
	Making Connections	<ul style="list-style-type: none"> • Collaborative work with Improvement Service: PMO joint appointment • Develop joint proposals with SFT/Hubco for specialist support • Collaborative work with Scottish Enterprise: CRD PMO appointment • Forth Valley CEs meetings to review opportunity to develop joint business cases progressed • Forth Valley Regional Economic Strategy development proposal • Federation of Small Businesses, Clacks Business and FV Chamber of Commerce Engagement to review and improve arrangements for Business engagement
	Vision for Change	<ul style="list-style-type: none"> • New Corporate Plan: Streamlined priorities: Be the Future • Aligned LOIP • Strategic narrative on economic impact of CRD and regional Economic Strategy

Developing the Team	Culture: the way we do things	<ul style="list-style-type: none"> Embed corporate vision and values: New corporate Values: Be the Future campaign (Staff, Trade Unions and Stakeholders) Workforce Strategy Maximising attendance/ health and well-being campaign Healthier Working Lives Gold Standard accreditation Development of Employee Voice initiatives
		<ul style="list-style-type: none"> Develop Empowering Families and Communities proposal
	Collaboration	<ul style="list-style-type: none"> Develop sustainable health and social care models of care aligned with housing strategy and leading edge research: Programme and investment priorities Public Service procurement options appraisal Collaborative models to increase capacity/skills: Improvement Service and Scottish Enterprise Clacks Effect work: potential options for wider collaboration on issues re disproportionate public sector resource need and scale factors
	Skills Development	<ul style="list-style-type: none"> New PRD process Extend Leadership development: Senior managers, supervisors, trade union and elected member to be considered Develop succession planning arrangements Senior Leadership Forum established
Releasing the Potential	Innovative Solutions	<ul style="list-style-type: none"> Poverty and Inclusive Growth Summit and Legacy Primrose Street implementation Social Work Management information system CRD procurement approach Programme Governance Board multi year Transformation programme Developing public service focus and options/models with communities and partners Partnership work with CTSI: food and waste initiative Collaborative service delivery: Internal Audit; Street Lighting
	Effective and empowered teams	<ul style="list-style-type: none"> Management Charter and Action plan for extended Senior Leadership Group Transition to new portfolios under new Senior Management Structure Significant refresh and new workforce policies e.g. carers, menopause, various Health and Safety
Sustainability	Local outcomes and Priorities	

APPENDIX B iESE BACKGROUND (edited extract from iESE proposal)

iESE is a not-for-profit social enterprise that works in partnership to support the Public sector, Private sector and the Third sector. iESE has been supporting organisations for over 10 years, to help them meet the challenges they face, and to date, have delivered real savings of over £1Billion.

iESE has a core consultancy team and works with a network of experienced, professional associates who share iESE's values and can offer specific and leading experience from the Public and Private sectors.

The underlying ethos and approach of iESE is one of systems thinking, which means that everything developed is from a customer's perspective. iESE aims to co-design the outcomes with staff and transfer the skills to staff to build capacity not dependency on external consultants. This approach ensures that there are significant achievements in all of iESE's interventions across four key dimensions:

- Improved experience for the customer, both internal & external
- Reduction in overall costs or increased efficiency
- Development of internal capacity and capability
- Improved staff morale.

iESE's experience is extensive, from whole organisation design and development through to reviewing and remodelling individual service areas. iESE has supported a wide variety of transformations from the first voluntary merger of two councils in England to the complete reorganisation of local government in Northern Ireland, from 26 councils to 11 councils with new powers. Over that time, iESE has developed a method which gives structure to the approach and better enables skills transfer. The iESE way covers both the 'hard' as well as the 'soft' changes of people process and technology.

The team will be a combination of the following members:

Andrew Woodward, iESE Associate

Andrew is a successful Senior Programme Manager, experienced in the delivery of strategic objectives in complex environments. During a 20-year consulting career, he has completed over 100 ICT and digital transformations, major performance improvements, cost reduction and organisational transformations across Europe, America and Africa. His current interests include the development of cultural alignment and engagement across organisations, and executive coaching during transformation. Andrew holds an engineering and languages degree from Coventry University and a master's in organisational consulting from Ashridge Business School.

Vanda Leary, Programme Manager and Digital Business Lead

Vanda has been delivering technically and organisationally complex programmes for over 30 years. She started her career in advanced engineering technology before taking her expertise in business process information systems into the public sector. Since then, Vanda has managed numerous large ICT& business change programmes for a variety of local authorities. She joined iESE in 2010 and is the Digital Business Lead. Vanda read natural sciences at Cambridge and has a master's in advanced manufacturing systems engineering from Nottingham University. She is a chartered IT professional and a member of the British Computer Society.

Matt, Radcliff, iESE Senior Consultant

With more than 10 years of change management experience across local government, the NHS and higher education, Matt is passionate about organisational development and getting the most out of your people. Specialising in the design, development and delivery of OD and people strategies, he spent several years as Workforce Development Manager at Calderdale Council, before taking his skills to the NHS and then Bradford University, where he shaped leadership and organisational development strategy. He is equally comfortable identifying and delivering innovative OD initiatives, alongside developing whole-organisational OD strategies and resources. Matt joined iESE in 2017 and his experience across the wider public sector gives added depth to the iESE team.

Dave Downes, iESE Senior Consultant

An experienced programme manager having delivered projects for local authorities, education and the health sector. Dave has significant expertise in business modelling and business case development giving organisations a clear view of the scope and impact of the change projects.

Graham Simmons, iESE Senior Consultant

Graham has worked on end-to-end transformation projects in the public sector for 25 years. After starting his career in railway signal engineering with London Underground, he moved into project management in 1990. Over the next five years he led almost 20 local government implementations across planning, land charges and IT systems, before joining Charteris as a management consultant, developing customercentric models for health & social care providers. He led customer journey mapping projects for 16 councils across the south-west (as part of the South West REIP programme) and has led care transformation programmes for Wiltshire Council as well as the London tri-borough partnership. He is an expert with experience of working at all levels of the sector.

Jim Weir, iESE Senior Consultant

Jim is one of the UK's leading authorities on integrated social care service design, and a key part of iESE's approach to delivering innovation in modernising the care sector. After graduating from North Carolina University in America with a BSc in Psychology, he obtained his certificate of qualification in social work (CQSW) from Plymouth University before specialising in health & social care. He has held high profile roles as the lead manager for brain injuries at both Momentum (formerly Rehab UK) and more recently Lifeways social care, delivering specialist integrated care solutions for people with highly complex health needs.

Case study: Bracknell Forest Council

The challenge

- Restructuring council-wide support services into a single unit
- Developing a more enabling culture and better customer service
- Making better use of existing technology

The Solution

- Process mapping of the roles done by support staff
- Undertaking customer workshops to get the customer's view
- Making some tasks, such as within HR, self-serve

Why iESE?

- iESE can broach difficult conversations with staff as an intermediary
- iESE shares its knowledge from projects with other local authorities
- iESE works hard to upskill in-house staff rather than sell additional consultancy

Results

- £800,000-worth of annual savings
- A more enabling culture for staff
- Better customer service.



Tim Wheadon,
Chief Executive.

'Taking savings to ever increasing levels meant having to undertake whole system reviews rather than relying on more limited tactical changes. iESE brought a certainty born out of practical experience to those parts of the overall programme that they supported'.



Bracknell Forest Council

When Bracknell Forest Council (BFC) needed to make significant savings by restructuring its council support services (IT, finance and HR) it looked to iESE for help. The end result was the co-design of a new operating model, with the identification of £800,000-worth of annual savings and a more enabling culture for staff.

At Bracknell each of the directorates (Environment, Adults and Children) had its own support staff. The challenge was whether the support services could be brought together into a single unit to improve resilience, deliver more consistent services and create sustainable savings with a better customer experience.

Working together for change

Support staff in each directorate were brought together and were helped to recognise the benefits of becoming a single unit through a series of workshops. There was a focus on engagement and communication throughout, including an intranet site where staff could ask FAQs.

The process involved understanding how each directorate did their work, so iESE carried out workshops where it undertook process mapping - a forensic analysis of each of the roles involved - to see whether tasks could be done more consistently and in a more simplified way.

iESE also held workshops to get customers' views (council staff using the services) about the existing support services and how they could be improved. The process identified that some



Case study: Bracknell Forest Council



Alison Sanders,
Director of
Resources.

'iESE engaged all of the teams across the council to design the best operating model for us. It was an exemplar of engagement and communication throughout, involving staff and their customers and delivering great results'.

'Support staff in each directorate were brought together and were helped to recognise the benefits of becoming a single unit through a series of workshops. There was a focus on engagement and communication throughout, including an intranet site where staff could ask FAQs'.

things, such as within HR, needed to be more self-serve and other processes could be stopped or radically redesigned.

By simplifying some processes the council was able to implement the self-service modules of a HR system it had already invested in, allowing staff to input information for appraisals, make leave requests and get electronic payslips. This has brought a more enabling culture and the customers were keen on the approach.

Empowering people

Part of the change programme involved demystifying the idea that managers don't want to do things for themselves. Prior to the transformation, which took a year from concept to implementation, each head of service used a finance person to do their budgeting. iESE identified that managers needed to manage their own budgets and that, furthermore, managers wanted this control.

Working out where the single unit of support services would be located was also part of the task. While each of the teams needed to sit together, it didn't really matter where HR sat in relation to finance and IT, for example.

The initial savings, made through doing some things more efficiently, stopping doing some things and changing the operating model, were significant. And as the council changes shape in the future the new model of support services is now flexible enough to move with it and allow further savings.

A helping hand

Throughout the process, an iESE consultant sat on the council's programme board, becoming a trusted team member who helped the council think differently about the way it operated. In line with its ethos of building skills from within, iESE carried out training sessions with Bracknell Forest Council's programme board and workshops with other staff to give them the capability of redesigning any service from a customer perspective. As a result, the council now has the tools to analyse what people are doing and the value of what people are doing for itself.