



Business Transformation Newsletter - August 2008

Goodbye LIFT, Hello RIEP

The LIFT SW partnership is now operating formally as a Regional Improvement & Efficiency Partnership (RIEP) and will in future be known as the SW RIEP. The new name is used throughout this newsletter.

Our web address is now
<http://www.southwestiep.gov.uk>

Customer Perspective

SW RIEP Capacity Building

Somerset County Council, Environment Directorate – Managing Successful Programmes (MSP) On-Site Training

We are currently running a programme within the Environment Directorate to raise the bar on the service we deliver under the banner of the 'Environment Transformation for Excellence Programme' (T4E).

Whilst the T4E programme has achieved a number of improvements in the way we deliver services, particularly around management and governance of projects, the Sponsoring Group felt it was in need of a review and re-focus.

Attending the Managing Successful Programmes (MSP) overview course, sponsored by the SW RIEP, back in Nov 07 we had a 'light bulb moment' and quickly identified what was needed to re-vitalise the programme and move it forward to deliver some real tangible benefits.

The MSP structure and principles behind the methodology were exactly what we were looking for and adopting them would enable the organisation to understand far better what they were aiming for and how to achieve it in a more organised way.

The SW RIEP programme also seemed to offer a way for us to reach a wider community and share the potential benefits of adopting MSP methodology.

The subsidised on site training allowed us, at a reasonable cost, to take the senior management team in the Environment Directorate and key managers and project staff through the **MSP 1-day Overview**. This event did not provide all the answers but rather set delegates thinking about the wider issues of Programme Management and Benefits Realisation.

It did however generate enough momentum for us to follow the 1-day Overview with an on-site **3-day MSP Foundation** course for key people in both the Environment and other Directorates.

What have we got out of it?

- A Senior Management team who are fully supportive of the review and re-vitalisation of the Environment Transformation for Excellence Programme.
- An understanding of the benefits of managing programmes in a structured and organised way and using a common language.
- A firm base of people across all Directorates who are accredited to a Foundation level in the MSP methodology; who are already using the ideas and principles in their day job.
- An understanding that focusing on delivering the benefits from our project work is the way to instil long lasting cultural change.
- Clarity of the key role that the Project Manager plays in delivering capability and that the Business Change Managers play in delivering tangible programme benefits.
- A core of people beginning to use the MSP methodology to manage programmes, sharing their experiences across the organisation and with a desire to go further to becoming qualified at the Practitioner level.

We have built the foundations of a new way of looking at projects, combinations of projects and wider programmes of work. This is the first step, but an important one and I would encourage people to learn more about MSP. It is the natural progression from projects to programmes, provides the structure and flexibility needed and can start you on a whole new path to successful delivery of services.

Richard Gilham

Programme Manager
Environment Directorate
Somerset County Council

Supplier Insights

Eureka Moments

It was always a frustration that we managed to win work in Australia, Dubai, Poland and Finland but never in our own back yard - speaking as a Plymouthian whose company is based in Somerset - so working with the SW RIEP has been a great chance to make a difference where it counts.

The last 9 months have seen 23 MSP courses delivered and around 250 delegates trained, all under the terms of our Framework Agreement with the SW RIEP, providing a real opportunity to promote this area of best practice.

We want people to have “Eureka” moments on our courses. One of the best comments was “MSP brings it all together, Lean, PRINCE2 and Leadership into one framework” - that person from (Dorset CC) really got the idea. “If we had only known this 18 months ago we wouldn’t be where we are now”, true, but if we’d told you about MSP 18 months ago you wouldn’t have had the experience to recognise it’s value. It is also natural for initiatives to lose momentum after a period, the MSP concept of Tranches has been used to re-invigorate initiatives.

The key impressions and areas that we hope people will now focus on have been:

- The concept of a Blueprint (“To be” state) is radical and new. The work by Somerset Environment Directorate to turn the Directorate Strategic Plan into a Blueprint was ground breaking.
- Benefits management is a new concept. This isn’t surprising because without knowing where you are going (the Blueprint) how can you work out what the benefits will be.
- Programmes are being under resourced, the cost of change is not being recognised with the lack of Business Change Managers being further evidence.
- Project Management maturity is not as high as delegates think, PRINCE2 only focuses on the management control of projects, but there are other aspects that require development as well, for example, lifecycle gates.
- The Governance structures within MSP, and the recognition of the need to recognise leadership and delivery in separate bodies has challenged current thinking. Bristol and Torbay have both recognised the need for specific training for programme leaders.

We would also like to mention those delegates who took the ASET qualification, some of the quality of the work delivered after only one day has been outstanding, and individuals have clearly done a lot of analysis on their own situations - thus showing the value of vocational rather than theoretical accreditations. A lot of these papers have been better than the papers we see being submitted for the MSP Advanced Practitioner examinations.

Rod Sowden

Managing Director
Aspire Europe

Best Practice Corner

SW RIEP SKILLS DEVELOPMENT SURVEY

On July 16th, the SW RIEP Management Board approved the Business Transformation workstream CSR07 delivery plan. The delivery plan sets out the strategy, outcomes and outputs for the workstream, including the budget allocation over the 2008-2011 period.

Central to the plan is our Skills Development programme where we will invest over 45% of our 2008-2011 funding. The existing programme is well received in the region with 80% plus fill rates and 84% plus overall satisfaction levels across the 70 courses delivered between January and June 2008. These measures are good indicators of the immediate reaction of attendees to the courses and their initial feedback on the structure and content of the course, the providers, and course hygiene factors (venue/preparation/bookings etc/). The programme approach and outputs are also attracting a lot of interest from outside the region as an example of best practice approach in this area.

However, what we lack is the longer-term understanding of:

- The impact of the training on the skills of the individuals and on their behaviour
- The business results that are improved as a result of this training.

We shall therefore be carrying out a survey with the following objectives

- Identify the overall value delivered from the training received by the recipients and their organisations
- Capture examples of changes in skill base and behaviour
- Identify the overall outcomes from the training at the individual and organisation level - what difference has it made to the way we are doing our day to day jobs?
- Inform the future shape, depth and breadth of the programme over the 2009 to 2011 period

A (telephone) survey was selected as the most time and cost effective way of realising the above objectives. We want to capture quantitative as well as qualitative data so interviews are critical to capturing the examples and the “why and how”.

We will be targeting a 10% sample of the 600 who attended training between January and June 2008. Respondents have been carefully selected to provide a balanced view across the different offerings and across different courses.

If you have attended one or more SW RIEP courses in the last 6 months, you may be approached to participate in our survey.

If you are selected, we do hope that you will participate. Your 30 minute input will make a major contribution in determining the future of hundreds of thousands of pounds worth of investment in building capacity in the region through investment in skills and training.

Bristol City Urban Consolidation Project

Bristol City Council, in partnership with supply chain experts DHL Exel, have been successfully operating an urban consolidation centre since May 2004 with the aim of helping to reduce pollution and congestion in central Bristol. Streamlining deliveries and cutting the number of delivery vehicles travelling into Broadmead has helped achieve this, whilst at the same time providing an improved delivery service to retailers. The scheme focuses on Bristol's core retail area Broadmead, which has over 300 stores and is currently undergoing a major expansion to increase retail floor space by 40%.

The consolidation scheme began as a pilot demonstration, free of charge for retailers, through the EC supported VIVALDI project. Since then the scheme has been mainstreamed and has secured funding through the City Council with contributions from retailers paying for the service and new EC support through the START project and other revenue streams. An initial step in the development of the consolidation centre was to understand the current freight distribution patterns in Broadmead. In autumn 2003 a survey of retailers was undertaken with a total of 118 surveys completed using face-to-face interview techniques. The survey established that there were over 100,000 deliveries per year into Broadmead and also helped identify the type of retailer where maximum consolidation benefit could be achieved thereby setting the framework for the scheme.

Following a public procurement process DHL Exel were selected as the preferred operator of the scheme. They have a proven track record of running successful consolidation centres through their previous work at Heathrow Airport. The scheme works successfully due to its partnership nature and the good working relationship between the City Council and DHL; all of which has provided the stable base to enable the scheme to develop.

From the outset of the scheme the City Council secured the full backing of all the major stakeholders. It has also been possible to inform on and discuss the scheme through The Bristol and Neighbouring Authorities Freight Quality Partnership, which involves a range of stakeholders from both the public and private sector.

Over the last few years the scheme has been run effectively and achieved its primary objective, often exceeding expectations. Delivery vehicle movements have been reduced on average by 75% for the 63 participating retailers, which equates to a reduction of over 200,000 lorry kilometres. This in turn has contributed to environmental improvement through reductions in CO2 of 22.5 tonnes, Nox of 732 kg's and PM10 of 21.8 kg's. Retailers have also benefited from an improved delivery service with no lost or damaged stock and 100% on time deliveries to date. Waste and packaging material has also been collected from retailers, which has meant over 14 tonnes of cardboard and plastic being recycled. The scheme operates with two vehicles one of which is now a 9 tonne electric truck.

There are however a number of lessons learnt that revolve around ensuring retailer participation and the business model for the scheme. In order to achieve the most self-sustaining business model a consolidation scheme ideally needs to be able to force retailer participation. A number of measures can be utilised to achieve this such as access restrictions for non-consolidation deliveries or priority measures for consolidation vehicles. The landlord could make participation a condition of lease or provide financial incentives through the business rates or service charge. For a new retail development the ideal scenario would be to integrate a consolidation scheme in to the development during the planning phase. The service area can be designed for consolidation and significant cost savings can be made, providing funding for the consolidation scheme. If this is combined with mandatory retailer participation then a sustainable business model is achievable. Further to this additional revenue can be generated through value added services such as off-site stock storage, pre-retailing and collection of packaging and waste materials. From an operational point of view a consolidation scheme does not necessarily need to be run as a stand-alone business. It can be integrated into, for example a multi-functioning warehouse operation, which will enable overhead costs to be minimised.

Tim Hapgood

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[A fuller version of this Case Study is available on the SW RIEP website](#)

New IDEA Guidance on NI-14 / Avoidable Contact
IDEA have published a guidance document on NI-14 (Avoidable Contact). Check it out on
www.idea.gov.uk/idk/core/page.do?pageId=8507853

News, Views & Reviews

A Member's Perspective

I recently attended a SW Regional Conference organised by the SW RIEP, on Aligning Customer Needs, Channel Access and Service Design.

I soon realised that I was the only Member present out of an audience of around 80 Officers, I found this quite worrying as the area of “**transformational science**” as I like to call it, is the way ahead for the delivery of excellent services at an affordable price to the citizen, in a world of reduced central funding for local Government.

There were many examples of best practice on display from the Authorities who presented, but we were treated to a presentation from the private sector in the guise of the John Lewis Partnership. The Partnership's approach to service delivery made a big impression upon me. I was also impressed with the model the company used to reward the partners. Local Government could emulate this method as we look for ways of improving pay for local Government employees - should we allow our people to have a share in the success of creating financial headroom by transforming the way in which we do business? We have a lot to learn from the private sector.

I also attended a course at the Unipart Lean University in Oxford, to witness Lean Systems thinking in action. Again organised by the SW RIEP. I was completely blown away by the event, and although we in Wiltshire are already putting into practice lean system thinking to good effect, there was much more I gleaned from Unipart.

“**Visible Management**” struck me as a great way to motivate and communicate amongst teams, using low-tech solutions. Empowerment of team leaders to resolve problems as they crop up, without the need for a “public enquiry”, the no blame culture, and multi skilling of staff proved to me that this was the way local Government must face the future. The taking of and management of risk also needs to be encouraged a little more than it is currently.

I would strongly recommend that more Members become involved in learning more about transformational science.

Cllr Mark Baker

Cabinet Member for Customer Services
and Staffing Wiltshire County Council

Events

Save the date - Thursday 12th December 2008

The Hard things are Easy; the Soft things are Hard; the Soft things are more important!

How to achieve service transformation through culture change

Not to be missed - our next Customer Focused Transformation Network conference will focus on culture and the role of culture in delivering service transformation. Details will be posted on our website soon.

Project and Programme Management Enthusiasts

Check Out the Following Events

CPMG conference 10th September 2008

<http://www.tenalpsevents.com/home>

This one day networking conference and exhibition is designed to help you to gain an insight into the many aspects of project management and assist you to achieve best practice and success in whatever you set out to do. No one wants to be deliver an unsuccessful project.

It's also a great opportunity to meet and discuss your projects with around 400 colleagues from across the public sector.

Project Challenge 24-25th September 2008

<http://www.projchallenge.com/>

Leading show for Projects, Programmes, Process and Resource.

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