

# Local service transformation

Local government faces many challenges, including the responsibility for place shaping, the introduction of Multi Area Agreements and Comprehensive Area Assessments, the need for more effective partnership working and the continuing drive for efficiencies and service realignment. With this, however, local government also has the opportunity to lead, transform and deliver better focused customer services.

Local authorities are adapting and evolving to the current challenges. They are creating the new and transforming the old, in order to recreate a public service that meets the needs of the 21st century. This is being achieved through a variety of practical ways:

- **partnerships and collaboration** – using networks with the private and third sectors effectively to deliver value and meet joint public service delivery objectives
- **organisational transformation** – so that services are configured around customer need
- **lean principles** – placing the customer at the centre of process design to improve and re-engineer delivery processes
- **realignment of support services** – creating more efficient support services to free up resources for front line activities
- **resource planning** – allocating resources to the highest priority areas and delivering better customer outcomes from a lower cost base
- **coaching and mentoring** – providing support to senior officers and elected members to help them to deliver change
- **strong ethical frameworks** – ensuring Standards Committees are monitoring the implementation of good governance practices
- **professional support services** – using experts for contract negotiation and project finance advice to help implement plans.

Our strategic advice and implementation expertise can support you with all of the above. Ultimately, our work is to assist you with the realisation of real change on the ground.

## About us

At Grant Thornton, we have worked with over 50 authorities in the last five years, helping them and their partners to realise new ideas and reinvigorate established processes. Based in offices throughout the UK, our local government specialists have the resources and experience to provide leading edge solutions to today's challenges.

Our government advisory practice, with over 150 consultants, has advised local authorities for over 10 years. Our consultants not only have extensive experience working for public sector clients, but many have held senior positions in local government and the wider public sector.

## Our approach to local service transformation

The challenge of improving customer outcomes while at the same time providing better value for money has never been greater. To lead and deliver the transformation of public services, the public sector needs to build its capacity to deliver effective and sustainable change. Through this experience, we have developed an approach that places business process improvement (BPI) and LEAN within a holistic change management context.

### Are you ready to change?

BPI/LEAN is not an alternative to the tough decisions about make-or-buy, jobs and roles etc. that are required to realise major efficiencies. If you are not ready to change then you cannot transform. Our approach ensures that change will be properly led and supported at all levels. Our expertise will ensure that you have a credible and experienced 'critical friend' throughout.

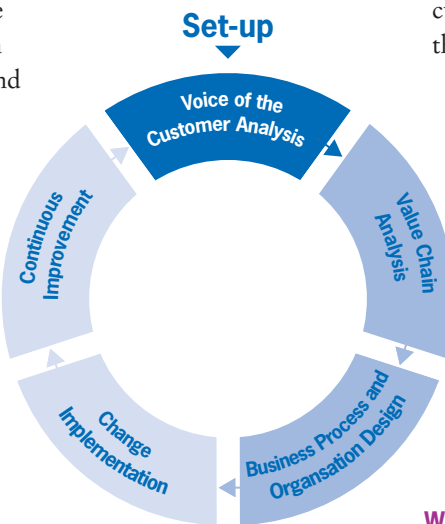
### How can we keep it going?

Continuous improvement is about having the drivers, skills, tools and culture to keep improving. Our approach ensures this by building a clear framework of performance and efficiency, by facilitating maximum skills transfer and by including mentoring and leadership support.

**How can we deliver the changes that are required?** Transformational change goes far beyond quick-wins or incremental change. It could include significant reorganisation such as, outsourcing, JVCs, partnerships, LLPs, and asset rationalisation. Our approach ensures that there is a compelling business case for the change and that it is managed within a robust programme and project environment compatible with MSP and Prince 2 standards. Our expertise in programme and project management, project finance and procurement will ensure that you succeed in establishing new delivery models.

## Contact us

For further information on how we can help you, please contact:



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**Do you really know what your customers need/expect/value?** LEAN thinking says that value begins and ends with the customer. Our approach ensures that the customer voice is heard and listened to and that success is measured.

**How do you meet customer needs/expectations?** Our approach enables you to understand how your current value-chains operate, and our expertise in 'soft market' analysis helps you to evaluate strategic alternatives before addressing the detail – enabling you to see the wood for the trees.

### What can we change to better meet customer needs/expectations?

Our approach examines the underlying business processes as a framework for taking the value chain apart and putting it back together again with less 'waste' (activity that doesn't add value). Our expertise in LEAN thinking and broader experience helps you to create a blueprint that will deliver service improvements and efficiencies.