



Customer Centred Service Transformation

For nearly a decade, we have managed transformative change and helped clients achieve the improvements and efficiencies they need. Our success is a direct result of the effectiveness of our approaches and the skills and experience of our people. These elements allow us to consistently support our clients to get real results.

Three key stages:

- An **evidence based business case** that secures and maintains stakeholder support.
- Ensure that service teams and processes **fully exploit new capabilities**.
- **Manage demand** to ensure your investment results in **maximum measurable benefits**.

What makes our offer unique:

- We support you to change how service teams work, and to develop the skills they need for sustainable change in the future.
- Our expertise in specific service areas (from social care and housing to libraries and criminal justice) and transformative change.
- Bespoke training packages to fit your specific needs.
- We're impartial – we have no vested interest in software, hardware or support solutions.





The business case for transformative change

We have provided support to Hyde Housing, Westminster City Council, the London Boroughs of Hillingdon and Islington, Plymouth City Council, South Lanarkshire Council and Her Majesty's Courts and Tribunals Service, among others, to develop business cases for investment in transformative change. These have ranged from 'whole organisation' change costing several millions to much smaller service or channel specific investments. In all cases, the investment cases have been based on realising measurable benefits including cash savings. The work has often involved insight and analysis around the ability and willingness of customers to use new digital self-service options.

Case studies

Islington. Business case for customer transformation through to approval of plans to deliver £12 million annual savings. An iterative approach to investment allowed decisions to be made when the evidence was available. The programme was implemented in stages to minimise delay, manage risk, and link investment to delivery of benefits from earlier stages.

Hyde Homes is a social landlord with 50,000 homes. We delivered journey, process, and activity based cost analysis for priority services to prove the core case for investment. The work extended to forty journeys over multiple services. We identified that 80% of transactions could shift to self-service to deliver major savings.

Hillingdon. As a direct result of the transformation programme which we were central to supporting, delivering, and enabling, Hillingdon had achieved £78m annual savings.

'RedQuadrant have been exceptionally effective in getting concrete results. This was done through a mix of applying strong skills, developing our own employees, and engaging them with humour and persistence. My department has achieved an accelerated level of improvement. They have delivered results and significant cashable savings. It's an approach that throughout Hillingdon, including the leader, has been recognised and seen as an example.'

Aileen Carlisle, former Head of Transformation Hillingdon Council

Our approach

For change to deliver ‘real world’ benefits of cashable savings and measurable improvements for the customer, five ‘worlds’ all have to be aligned:

- The service proposition must be better for citizens.
- Leadership must understand and support the changes.
- Service managers must see the benefits and support change.
- Those who deliver the service must be advocates of change
- To achieve lasting results, learning must be built in and ongoing.

We have experience of many services and programmes, and know what delivers results.

Real world outcomes	
Citizen purpose need demand	Leadership Organisational purpose and culture
Service Demand, need, and true purpose for services and support	Management Service design and integrating the whole system

RedQuadrant ‘five worlds’ model for transformation

So we offer a combination of support including strategic consultancy, embedded experts, team training, and individual coaching. We aim for skills transfer to build your ability to take change forward.

Ensuring your processes and people exploit new capabilities

Technology alone cannot deliver the savings and improvements you need. Delivery processes and behaviours – both of customers and those delivering services – must also change. Both groups require new skills to fully understand and exploit new digital capabilities. To manage this kind of change will require new change and people management skills in service managers and often further development of individuals as people managers.

Case studies

Leicester City Council. We trained and coached 21 of Leicester’s senior managers, and introduced them to the difference between transformational and technical change issues and the concepts of adaptive leadership and human systems. Each also worked to hone their personal ‘leadership presence’ to communicate and lead more effectively. This enabled and energised change. Savings of £500,000 were identified in just one action learning set.

Hyde Housing. The Look Again Programme aims to transform all resident services so that they are easy to access, digitally enabled, and efficient. Our 40 customer journey blueprints support radical service transformation.

Bristol City Council needed transformative change in service delivery. We co-developed and provided a bespoke applied development programme for

all service managers – over a hundred in total. The first four cohorts identified savings of over £11 million and cascaded actions to teams immediately. We handed ownership to the council so capability development could continue. Substantial savings and improvements have been delivered.

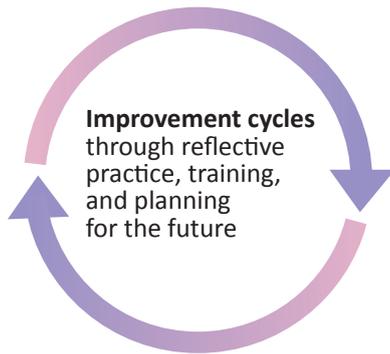
Her Majesty’s Courts and Tribunals Service. Justice reform programme is one of the largest public sector transformation programmes in the UK. It involves profound changes to how justice is delivered. We supported the customer directorate to establish a key performance indicator set for the whole organisation, which will allow the benefits of £1 billion investment to be tracked and understood.

We enable you to transform

We tailor support so you can effectively manage change and realise benefits. Your people are best placed to implement strategic change and will ultimately need to sustain and continue any change process. A key strength as a change partner is our ability to provide expertise in all aspects of change, from subject matter experts to change approaches such as demographic profiling, journey or process mapping, and ICT capabilities. We cover the whole change journey and will stick with you so you have the confidence to deliver benefits.

Accredited training

Our commitment to help public services to transform themselves has led us to found the Public Service Transformation Academy (PSTA). This not-for-profit social enterprise is made up of partner organisations, from national representative bodies to charities, social enterprises to large businesses, who are all thought leaders in transformation.



The PSTA was awarded the contract to run the Cabinet Office Commissioning Academy, and accredits our core training.



Meeting and managing demand

It is necessary to actively manage incoming contact and actively respond to trends in customer expectations. We have experience creating contact and performance baselines to develop the case for change and delivering that change that is second to none. We worked with the Chartered Institute of Public Finance Accounting (CIPFA) to develop channel contact benchmarking and strategy comparison tools.

Westminster City Council.

‘One stop shops’ had originally been highly innovative and good value. Fifteen years on, these same face-to-face contact points were an expensive and inefficient contact channel. We programme managed their closure and the implementation of effective and much more efficient alternatives, with no customer complaints, as part of significant support to transformation with the council, which delivered an annual saving of £2 million.

Her Majesty’s Courts and

Tribunals Service. A major increase in the uptake of self-service is critical to the success of justice reform. Service users will be influenced by service managers, front line personnel, and partner organisations. This process was at the heart of our work with HMCTS. We created communications materials to explain the benefits to service users and providers in ways relevant to these stakeholders.

Multi-channel mix

Our experience helps you to remove contact where possible, through streamlined processes, influencing customer choices towards digital, and meeting or anticipating needs. Once unnecessary contact has been managed out, the use of self-service and lower cost channels is maximised, and management of each channel is optimised.

We believe in conversations

We are always happy to discuss these issues, and can point you to many free sources of advice and information, and help you to develop your thinking with no charge and no obligation. If you wish to commission work, we are available through G-CLOUD, the ESPO professional services framework, and many other pre-qualified and compliant procurement routes.

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