

Introduction and Actions Taken:

We worked with a specialist care organisation which provides support to adults across the UK, offering supported living, residential care, short breaks and respite services. They have over 10,000 staff, organised into 42 separate area offices employing a vast pool of experts and specialists across the UK, with seven regional directorates. They provide services to local authorities as well as private individuals. It is an organisation that has, and still is, growing rapidly through mergers and acquisitions of smaller organisations. Up until recently, these were handled on an ad hoc basis, with little integration and standardisation taking place. Prior to this, the organisation needed to integrate, establish standardised processes and procedures and save money, all through finding new ways to work. This was a culture shock for the majority of Develop Global worked with them in all areas of the business and the work included:

- Preparing a business case to establish resources and gain buy in from senior management team and the business owners
- A strategic KPI project, which provided management information across the entire business. It also required procedures being identified to ensure that data was recorded in a timely manner, collated and made available to all managers. A series of Agile mini-Sprints were used with the senior management team as well as regional and area teams, to ensure this was successfully implemented
- Developing ways of working and organisational structures that would 'future proof' the organisation to ensure its ongoing success. This also involved agile working approaches with head office, regional and area teams
- Involving staff in process mapping current and future processes to encourage and support changes e.g. recruitment, operational reporting, credit control
- Implementing transformation in HR through redesign and training staff in HR business partnering approaches to ensure the HR managers have the knowledge, skills and attitudes, to work in new ways with managers in the business
- Supporting the introduction of their HRIS and LMS systems
- Working with all of the staff, to engage them in all the above changes and ensure there was rational, emotional and logical buy-in to these. Agile techniques of iterative planning and frequent review were used to identify and support these changes
- Reviewing and providing support to ensure their new systems were fit for purpose, such as their operational measures; recruitment processes; induction; reward strategy and pay modelling; workforce planning; HR dashboard; digitalisation of processes that could be standardised
- Developing a business case for a shared services to be implemented, including measures of success
- Preparing a business case for moving the head office and shared services to different locations across the UK including all appropriate benchmarked measures
- Provision of interim staff where specialist support was required e.g. HR, Finance, Process Mapping

Outcomes included:

- A successful transformation project with the majority of staff bought into the changes
- Implementation of successful operational KPI project to enable better business management, including invoicing; use of staff; reduction in duplication of effort and vast cost savings

- New organisation structure and ways of working that are future proofed to enable the organisation to withstand future changes in the care market as well as to deal with new mergers and acquisitions
- New, fit for purpose processes and procedures, with relevant digitalisation, in areas such as recruitment, induction, learning and development (LMS), HR dashboard, standardisation of transactional processes

Innovations Made:

- The organisation has grown through the acquisition of a lot of small local care services. In many cases, these local identities have been retained. In the case of the larger acquisitions, their management and financial processes were also retained.
- This approach has many advantages in local marketplaces where an organisation's name and approach has been recognised for many years. However, the problem with it is that it is difficult to tie together at the centre.
- Different parts of the organisation collected different data in different ways. No one had an overall holistic view. The company had no ability to report key data centrally for the whole organisation.
- Our approach crossed that hurdle, reviewing the data available; agreeing common definitions and enabling it to be collected – all in less than six months.
- The innovation was, rather than spend months reviewing existing systems, to bring small groups of people together for short sharp Sprints to get their views on what was available and what was possible. This worked because we covered numerous offices and worked hard to get people on-board with the concept.
- Directors and senior managers are notoriously difficult to get all together at one time. Our innovation was, again, for a short sharp intervention to create a long list of performance measures they thought important, and then to review the feasibility of collecting the data. Then, using Agile principles, we circled back round everybody (individually this time because of the time constraints) to get their buy-in to the approach.
- The innovation was short-sharp iterative interventions moving steadily towards the overall goal and keeping everyone informed and engaged throughout; rather than creating a big master-plan which would have taken much longer to deliver.

Key Learning for the organisation Included:

- The culture of head office was very different from the culture within the area offices, resulting in initial resistance to change.
- The greater the genuine communication and consultation with people, the more information gleaned, the clearer the problems and issues will become and the easier they are to solve
- The importance of keeping people involved and informed to keep them on board with the changes
- A large business cannot run without accurate, core data
- Clear processes support efficient operations. Data for the KPIs could only be collected, collated and reported efficiently with clear processes in place
- Business processes need to be reviewed regularly in order to ensure they remain clear and easy to use
- Solid project management is required to ensure successful transformation