



Co-operative Councils

Innovation Network

LOCAL PARTNERSHIPS

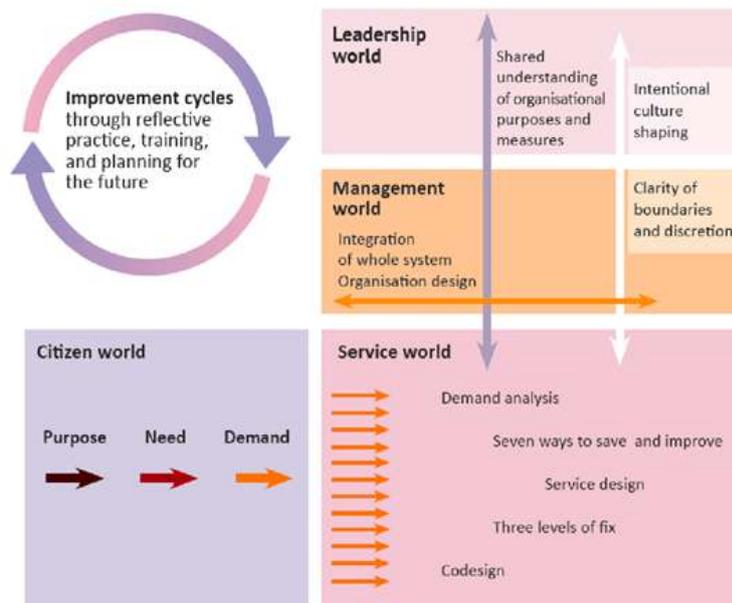
RedQuadrant working with West Lancashire
Council

RedQuadrant working with West Lancashire Council to break away from ‘business as usual’ and develop a sustainable target operating model

Facing a budget gap of around £1.9m and difficulties around policy options to balance the budget, the Council began working with RedQuadrant on a ‘Sustainable Organisation Review’. The council made the change from ‘business as usual’ in order to identify organisational arrangements to deliver the Council’s key priorities, maintain service provision and secure a balanced budget position.

The new model would need to address historical working practices and focus on service improvements. The Council would need to take advantage of the opportunities presented by deploying digitally enabled services, more efficient processes, collaborative working both internally and externally with key partners alongside a new customer focused and entrepreneurial staff culture would be key building blocks.

We worked alongside West Lancashire staff, engaging deeply with staff at all levels of the organisation to obtain a deep understanding of the issues faced by the organisation. This was supported by applying our overarching five worlds methodology. Shown in the diagram, it is particularly useful when looking at whole-organisation structures and operations, because it is based on a systems approach and therefore considers the total picture.



Through a combination of efficiency savings from the organisation review and development of income generation opportunities the target of £1.9m savings would be exceeded.

Key recommendations being implemented alongside RedQuadrant support to create an environment of continuous improvement include:

- Restructuring the Corporate Management Team
- The removal of directorate silos, resulting in multi-disciplinary team working which supports both the Council's own values and the delivery of its key strategies
- Providing greater consistency and fairness across roles and obtaining the right balance of specialist versus generic capacity
- Inclusion of critical commercial and business development capacity to support income generation and continued delivery of value for money
- Development of ICT Strategy and Target Operating Model
- Optimising spans of control for managers, meaning that they are able to operate more autonomously and take ownership
- Increasing empowerment and accountability, ensuring that decisions can be taken at the lowest, most appropriate possible level
- Taking a partnership approach to working with services that both support and enable, such as Human Resources, Finance, Administration and Customer Services

For further information contact:

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