



Case Study - Strategic Reviews

Strategic Reviews

All organisations manage their own strategic development. Some come to the task from a position of strength which they wish to maintain, while others are facing significant problems which they need to overcome. In every case they want to plan the long-term future direction of the organisation and here's how we helped some to:

- Build on their existing strengths and resources;
- Be sustainable in a continually changing business environment;
- Fulfil the expectations of their clients, customers and shareholders.

Transforming procurement

Local authorities have been challenged to review their procurement processes against the backdrop of the Gershon Report. This suggested that major savings (at least 15%) could be made by public sector organisations adopting a modern approach to procurement.

The Consultancy Company was asked to audit the current procurement systems of a large city council and to make recommendations as to how it could achieve its initial objectives of streamlining the processes and realise year on year savings in purchasing costs. Our findings were that the council would need to radically change its policies and business practices to meet the Gershon targets, moving from "procedure driven" to "solution focused" working.

The Council accepted our recommendations that it should develop strategies to:

- Reduce the costs associated with procuring supplies and services by re-designing the procurement process and thereby reducing the number of staff engaged on this workload;
- Improve the efficiency and effectiveness of the procurement function by demonstrating best value, securing fit for purpose supplies, services and works and achieving year on year reductions in procurement spend;
- Develop new business opportunities with partners and neighbouring councils to grow the business in Line with its own key objectives.



“The notion of strategy is to do with the long term direction of the organisation and not just the response to difficulties strategies do not arise by sheer chance.”

Gerry Johnson,
Professor of Strategic Management, Cranfield School of Management.



“This strategic review was welcomed by our client. The Council considered that we had identified options for the future of their supported housing service which were timely, feasible and acceptable to all stakeholders”.

Richard Ward,
Director, Government and Local Communities

Housing options for older and vulnerable people

A district council asked us to carry out a strategic review of the quality and suitability of its sheltered housing, assess future needs and develop options for future provision.

The first step was to carry out a desk top analysis of data from providers on which to base an assessment of the quality, performance and value for money given by local services. Providers were consulted on the fitness for purpose of sheltered housing units, the refurbishment and redevelopment requirements and options for re-designating some of the unsuitable provision. We mapped the extent to which existing services met the strategic priorities of the client and its partners and examined evidence of need and future demand.

These covered schemes identified for decommissioning, stock rationalisation between providers, sites which could be developed as higher need care providers and investment options for sheltered housing in the client's area including capital financing options. The proposals were designed to:

- Support elderly from this we generated options which had been assessed for suitability and fitness for purpose for the client. and vulnerable people to live independently in their current homes
- be inclusive and meet the needs of the BME community
- offer flexibility to meet the changing health and care needs of users over time

Changing the way things are done around here

Since 2000 the government has encouraged Councils to look at all the needs of a child and his or her family/carers when planning education and social care placements. This has led to major changes in the way in which organisations catering for young people with profound learning and physical challenges operate. In the past the education of the child was seen as the priority and well equipped, specialist schools with boarding provision flourished. Now the emphasis is on supporting the child in their family and community setting.

Our client, a medium sized organisation which works with children with profound physical disabilities, has, with our support:

- Contracted with councils to provide advice and expert staff to mainstream schools to allow them to offer world class education to physically challenged young people in their home areas.
- Gradually reduced its special schools in line with a strategy to phase them out by 2012.
- Developed a fee structure
- Which is completely transparent to the school and council.

Opportunities to develop the range of services offered have been identified:

- To act as broker in the placement process referring to children and families to the most more suitable providers for them;
- To offer training and support to families and others caring for a child with profound physical disabilities.



“The outcomes of this review were a real step change for our client. Having worked with them, we knew they had the appetite and skills to implement a radically different approach to their work”.

Barbara Spittle,
Consultant

How The Consultancy Company helps

Our approach combines our experience as senior managers in for-profit and not-for-profit organisations, as management consultants working with a broad base of clients and as teachers and researchers in strategy.

This powerful mix gives us capabilities where the value of the whole is much greater than the sum of the parts.

Our consultants work in partnership with our clients to ensure that what we propose reflects your needs, resources and capabilities. We will make a difference through working with you and understanding your needs rather than delivering off the shelf solutions which do not necessarily fit comfortably with your operating environment, organisational culture or affordability criteria.