Ten principles and practices for public service transformation

1. **Purpose:** founded on strong, shared understanding of:
- organisational purposes – what the organisation exists to do; and
- citizen purposes when engaging with the service.
2. **Measures:** measure and work to the fulfilment of both organisational and citizen purpose;
3. **Citizen-centred design:** design channels, processes, and services to meet demand, to reduce need, and to support purpose;
4. **Enterprise architecture:** design the organisation, leadership structures, ICT, accommodation and other enablers to support processes and services;
5. **Enabling constraints:** ensure clarity and fit of roles and tasks to create freedom within boundaries;
6. **Intentionally shape the culture** to support individual, team, and organisation development and exercise of discretionary effort;
7. **Systems awareness:** lead and manage with an understanding of the natural systemic patterns which can create conflict and waste, or empowerment and discretionary activity, and offer psychological safety for those in the organisation and for clients;
8. **Change navigation:** can deliver both technical and adaptive change effectively;
9. **Systems change:** begin to support true 'systems change'; create the possibilities for citizens to make better choices for themselves; and
10. **Learning system:** at multiple levels, through constructive conversations, bravery, honesty, and reflective practice.

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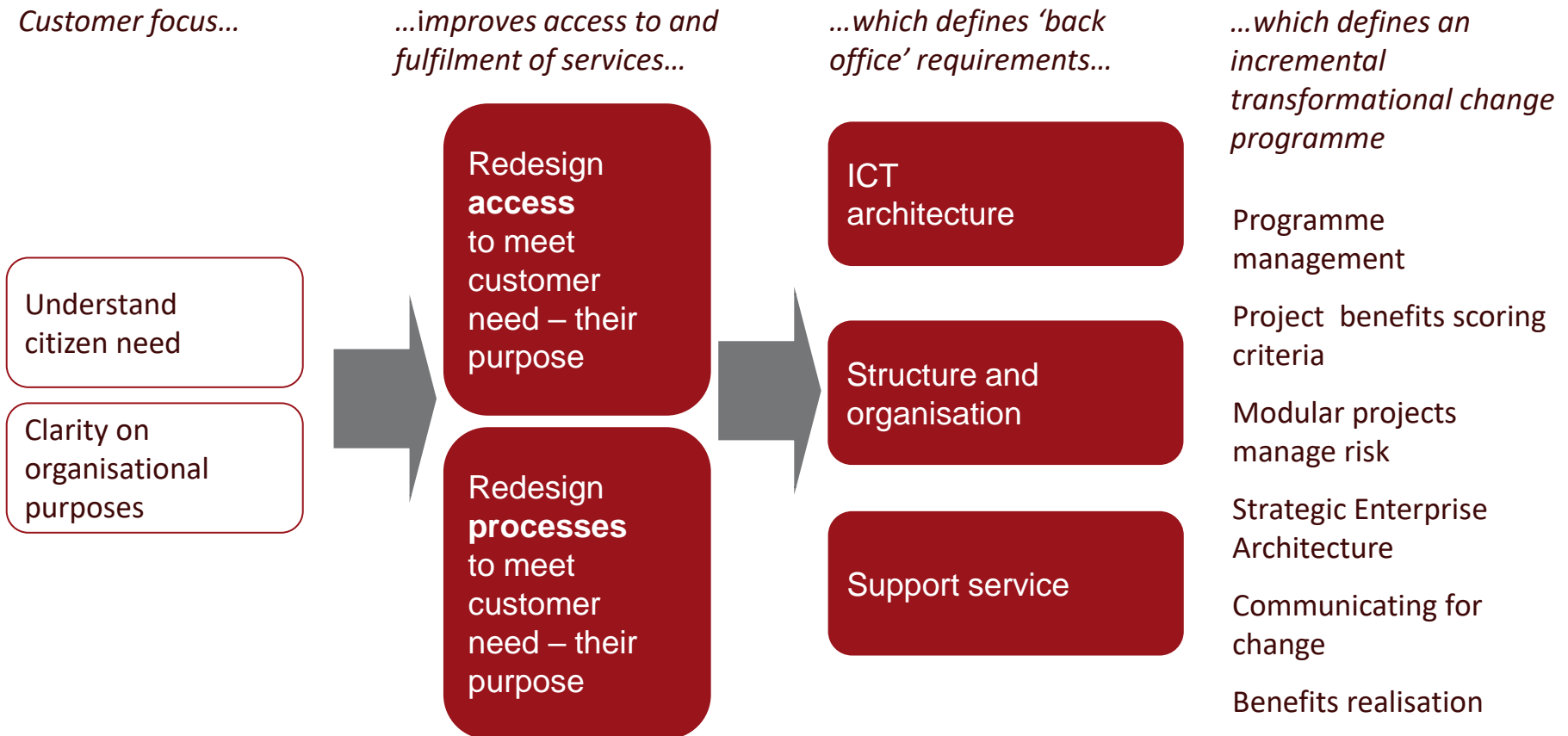
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ORGANISATION DESIGN (PRINCIPLES AND PROCESS)

Systems efficiency driven by customer value

Customer focus…

…improves access to and fulfilment of services…

…which defines 'back office' requirements…

…which defines an incremental transformational change programme

Understand citizen need

Clarity on organisational purposes

Redesign **access** to meet customer need – their purpose

Redesign **processes** to meet customer need – their purpose

ICT architecture

Structure and organisation

Support service

Programme management

Project benefits scoring criteria

Modular projects manage risk

Strategic Enterprise Architecture

Communicating for change
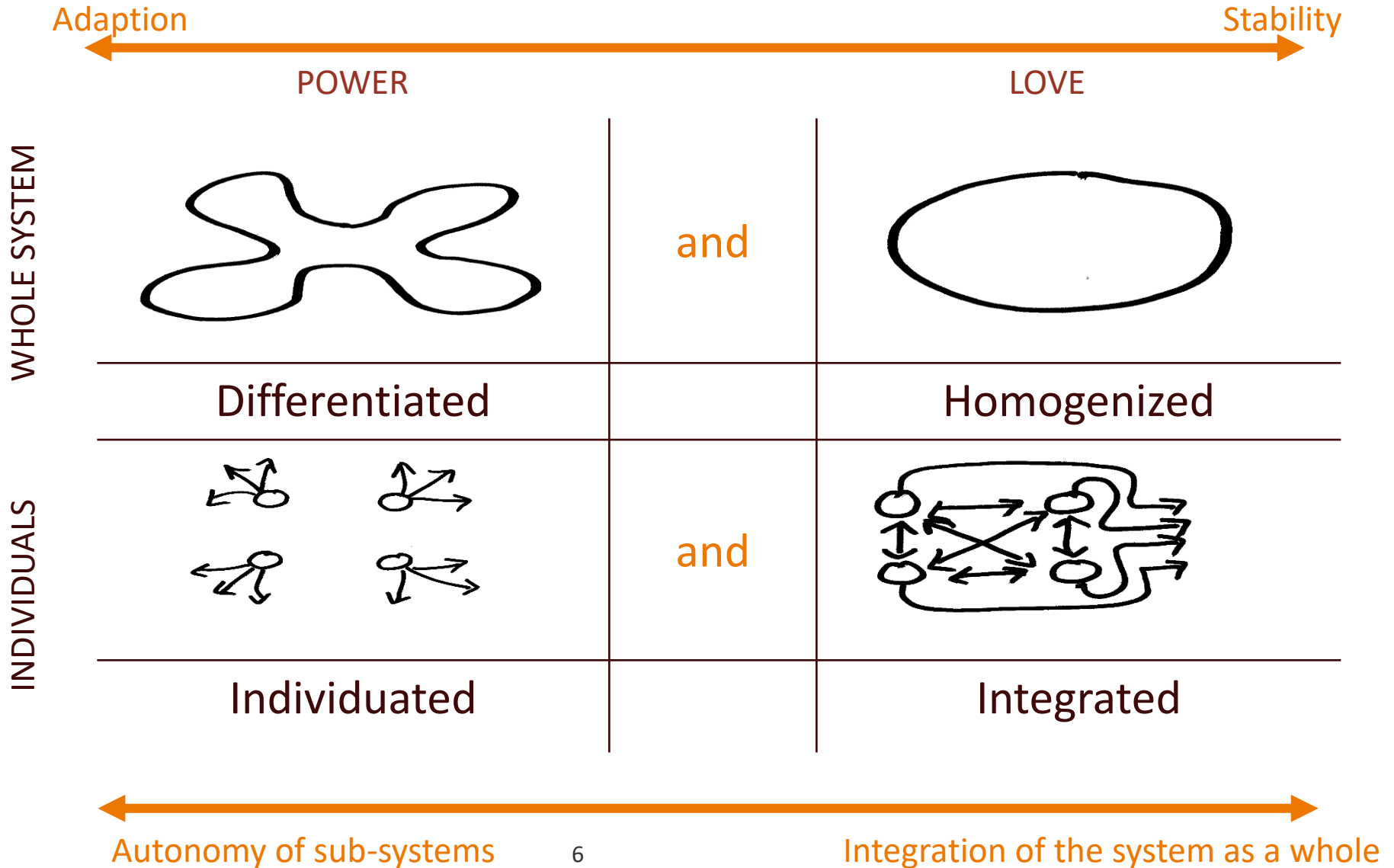
Benefits realisation

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A 'perfect' organisation design?

- All 'seven ways' optimised

- Role clarity

- Task clarity

- Fit and stretch to the people

- Expertise

- Levels of work

- Levels of thinking

- Active in improvement in all five worlds

- Ongoing negotiations – job of management world – enterprise architecture

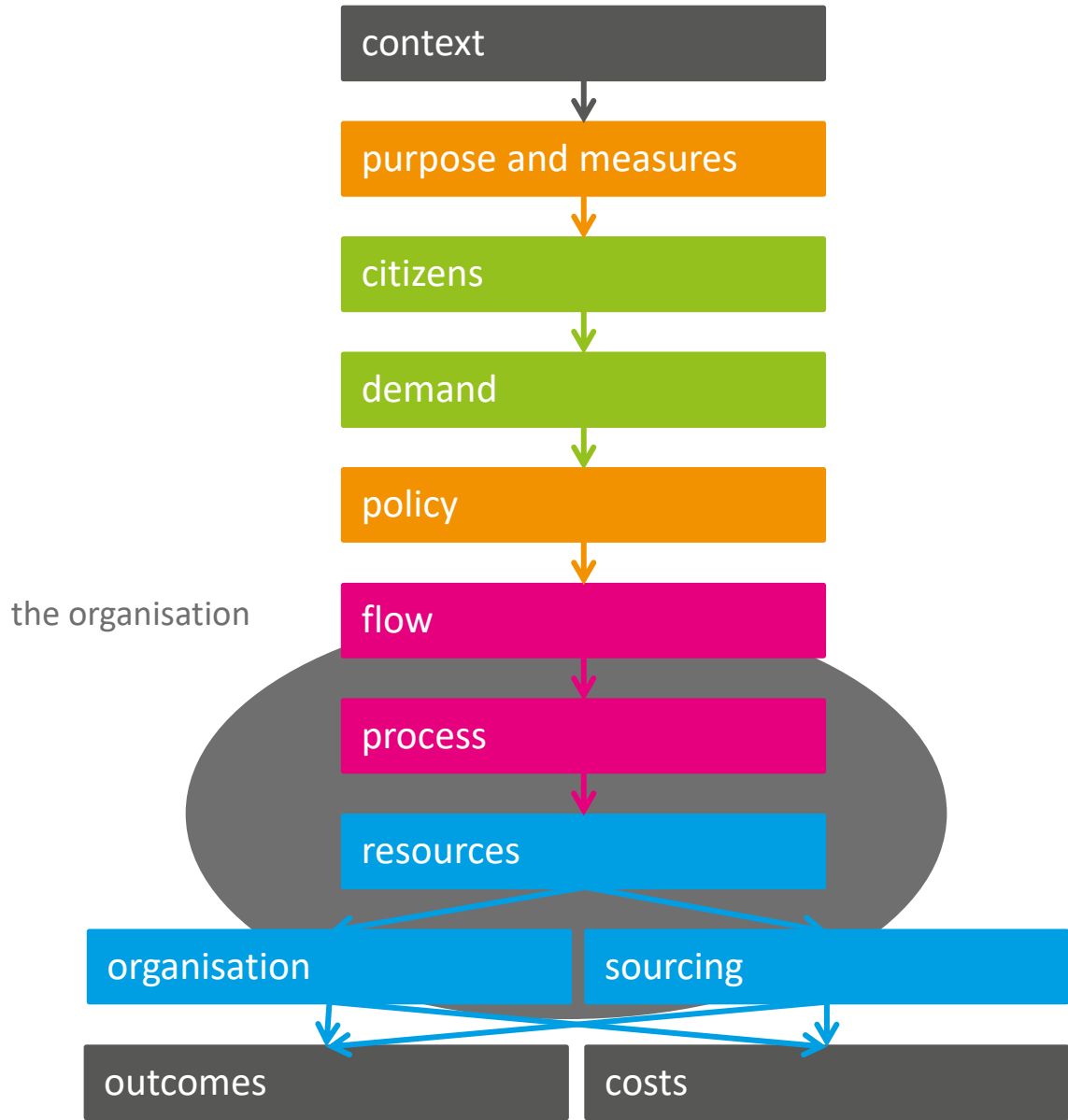Perfect organisation design only possible if the context never changes!

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It's always about 'robust systems balance'

Adaption ←——————————————————————————→ Stability

POWER   LOVE

	and	
Differentiated		**Homogenized**
	and	
Individuated		**Integrated**

WHOLE SYSTEM

INDIVIDUALS

Autonomy of sub-systems ←——————————————————————————→ Integration of the system as a whole

6

SERVICE ARCHITECTURE AND TARGET OPERATING MODELS

service architecture

context

purpose and measures

citizens

demand

policy

the organisation

flow

process

resources

organisation

sourcing

outcomes

costs

THE FIVE WORLDS OF
PUBLIC SERVICE TRANSFORMATION

Improvement cycles through reflective practice, training, and planning for the future

Leadership world

Shared understanding of organisational purposes and measures

Intentional culture shaping

Management world

Integration of whole system
Organisation design

Clarity of boundaries and discretion

Citizen world

Purpose   Need   Demand

Service world

Demand analysis

Seven ways to save and improve

Service design

Three levels of fix

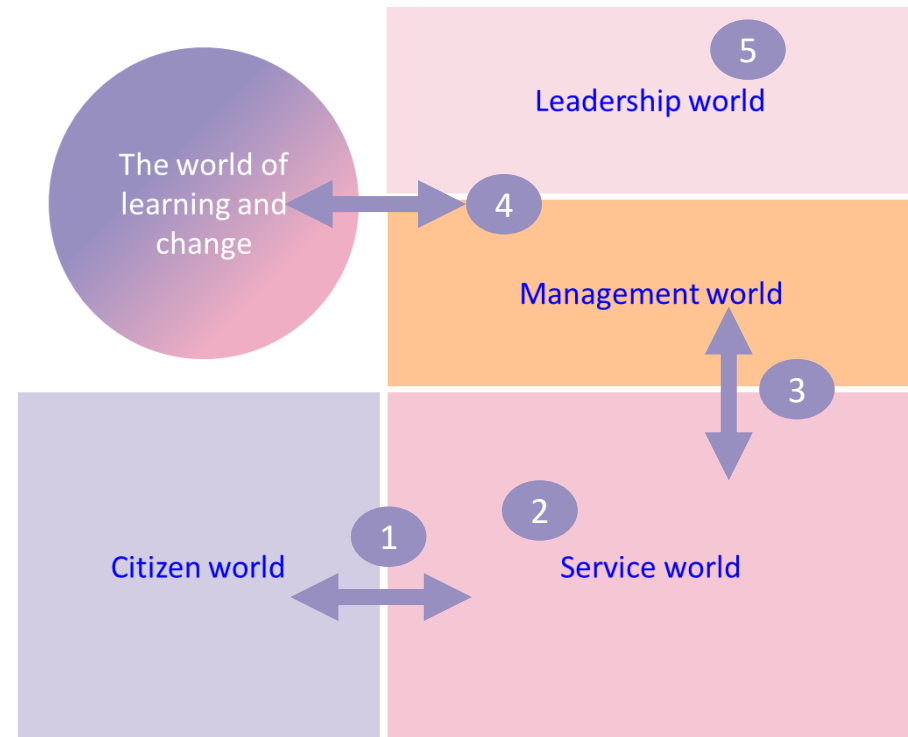Codesign
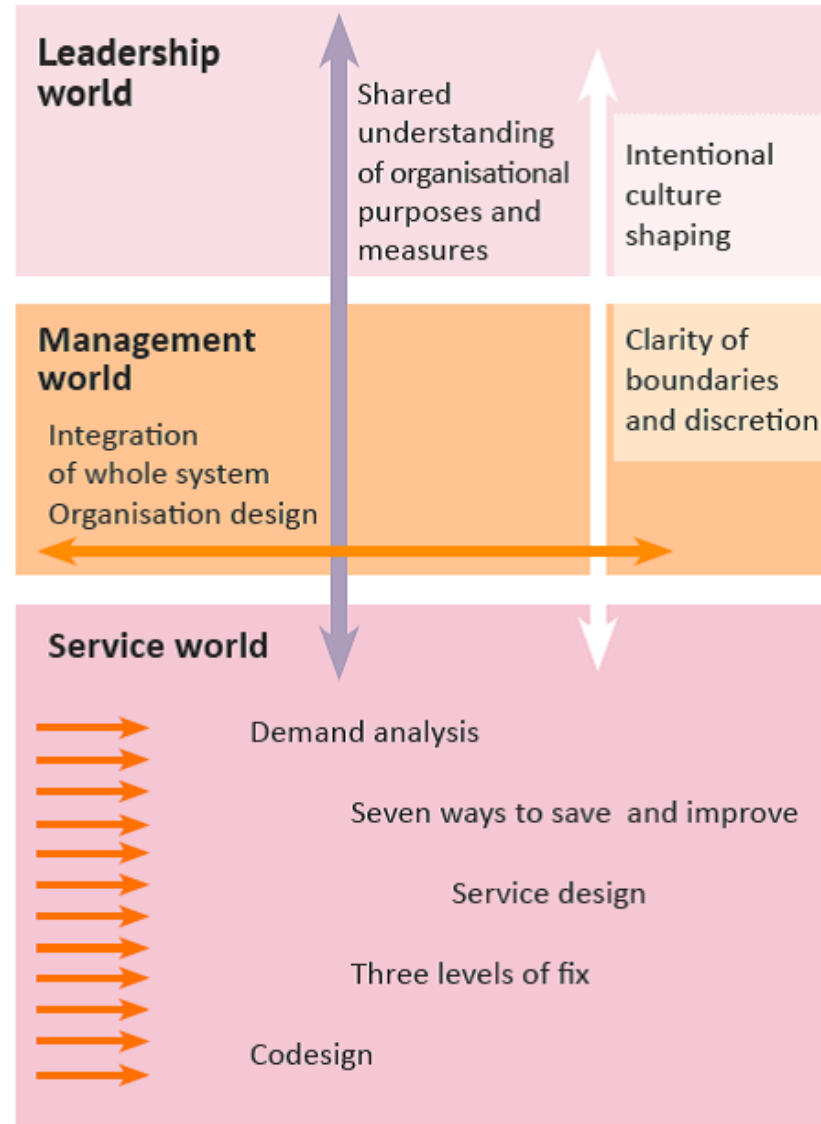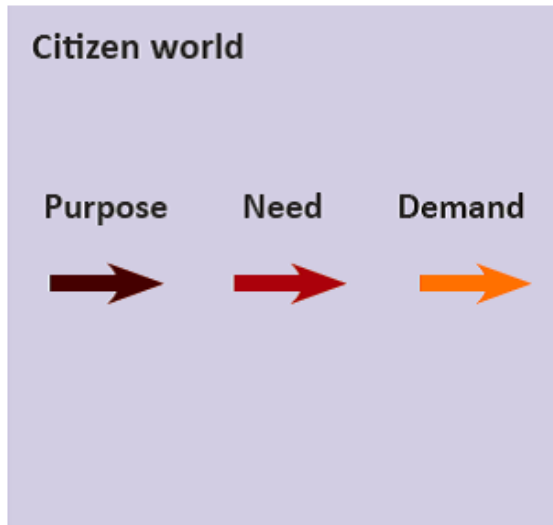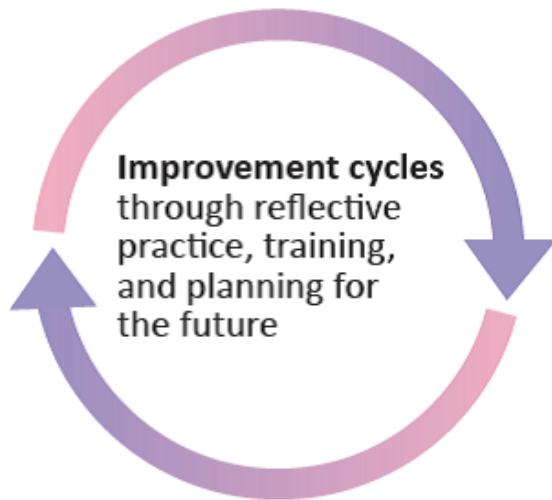
Organisations need to deal with complexity

Capacity, capability, connectedness and *variety* to understand and respond to:

1. The complexity of the world
2. Day-to-day work and turbulence
3. The complexity of the organisation
   - How the work works
   - Where to put the resources
   - Accountability
   - Change
4. What will be demanded of us in the future
5. Who we are, what our role is, our legitimacy, and balancing the needs of now and the needs of the future

The world of learning and change

5
Leadership world

4

Management world

3

2

1
Citizen world

Service world

As commissioners, are we only *in* the system? Or are we something different?

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UNDERSTANDING DEMAND AND NEED

What is a service?

- A service co-creates value with and for the citizen
- Our mission is to reduce the effort, time, cost, steps, process…

▪ FROM citizen need

▪ TO positive outcome

Move **up** value stream from processing demand to supporting purpose

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purpose
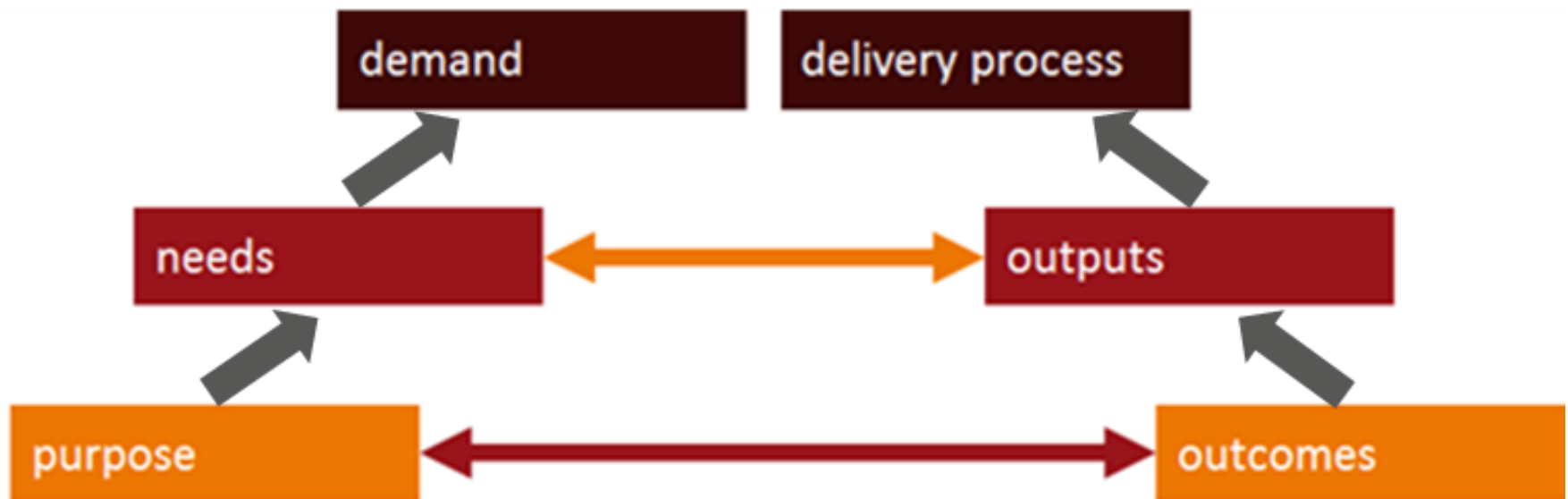
needs

demand

control

the work

the joy

- Dealing with demand = fighting alligators
- Dealing with needs = draining the swamp
- Dealing with purpose = ???
- The deeper we get, the more opportunities open to us

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STANDARDISE WHEN YOU CAN CUSTOMISE WHEN YOU SHOULD

Standardise when you can, customise when you should

Citizen service proposition		
	Standardisation	**Customisation**
Service characteristics	• Reliable • Know what you get – clear expectations • Standard quality	• Reflecting small group/individual needs • Specialist knowledge required
Main organisational focus	• Operations • Low cost • Common processes • Standard outputs	• Citizen partnering • Best solution • Projects • Various outputs

Distinguish your citizen propositions

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SEVEN WAYS TO SAVE AND IMPROVE

Seven ways to save and improve

V6.0 Updated 08 May 2018

1 All activity triggered by demand , need, or purpose…

Shape demand

2 …which hits a contact point or triggers a response…

Create flow

3 …which uses a process or project to deliver results.

Reduce waste

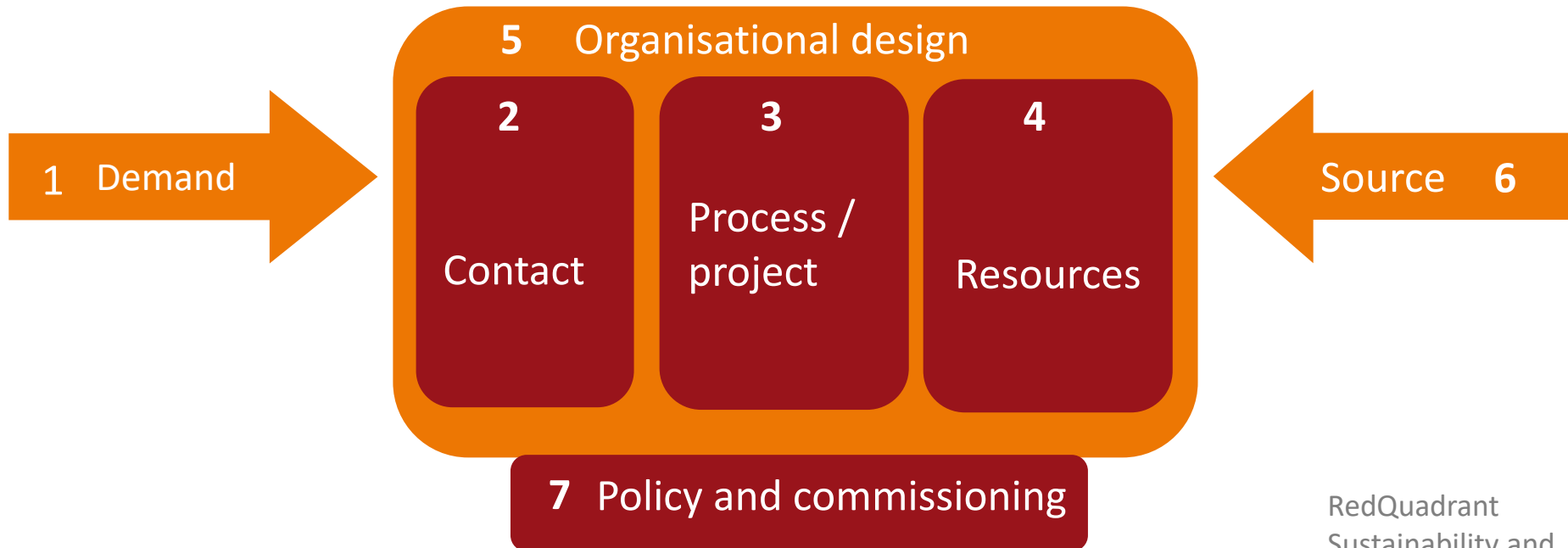4 This draws on organisational and community assets…

Optimise resources

5 …which are structured in organisations and partnerships…

Effective organisation

6 …and have to be procured or sourced from somewhere.

Optimise procurement

5 Organisational design

1 Demand

2 Contact

3 Process / project

4 Resources

Source **6**

7 Policy and commissioning

7 …and how we respond to demand or need is determined by policy. **Change policy**

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RedQuadrant Sustainability and efficiency framework™ ©RedQuadrant

Seven ways to save and improve

1. **Shape and manage demand:** effect behavioural change, reduce failure demand

2. **Create economies of flow:** match capacity, capability, contact points to demand

3. **Reduce waste:** re-engineer processes or develop a lean whole system

4. **Optimise the use of resources:** buildings, IT, vehicles, other assets, people (scheduling, downtime, contracts and management), income generation

5. **Effective organisation:** appropriate grouping and sharing of activities and services, organisational structures, role and task clarity

6. **Optimise procurement:** procure volume, shape the market, reduce or standardise specification or achieve multiplying effects, share services, social value

7. **Change policy:** stop, ration, reduce eligibility, delay, charge, develop policy to better meet organisational purpose, demand and underlying need, outsource, mutualise, use the third and social enterprise sectors

NEWSFLASH – DEMAND MANAGEMENT

(Growing) costs are a consequence of the system, not the population

socio-demographic attributes   behavioural attributes

inputs

community interventions

population

And multiple additional loops and complexities…

demand interventions

purpose (need)

assessment and management interventions

presenting demand

not an input, an outcome

our organisation

provision

delivery interventions

cost   outcomes