

Case Study

Government Department for Children's Services: Deploying OpEx to Address Capacity and Performance Issues



How Reinvigoration Helped Local Government's Children's Services Department Deploy Operational Excellence Ways of Working

Executive Summary

The Government Department for Children's Services leadership team recognised that the current systems, practices and processes needed improvement. Recent changes had added further complexity, and capacity was becoming an issue for the organisation. To address these issues, the leadership team enlisted the help of Reinvigoration, an Expert Operations Consulting Team.

Reinvigoration helped deploy Operational Excellence ways of working within the organisation and coached colleagues to apply these techniques to address variation in performance as well as capacity issues. This case study highlights the positive impact such a programme can have on an organisation.



Client Overview

This local government Children's Services Department provides a variety of services to children and families to help keep children safe and protect them from harm.



The Challenge

The Children's Services Department leadership team recognised that the current systems, practices and processes made an already difficult job harder for the staff within the organisation. Recent changes had added further complexity, and capacity was becoming an issue for the organisation.

Other challenges:

- Social workers struggled with high workloads and busy schedules which meant deadlines were occasionally missed.
- There was no best practice when it came to visits undertaken by social workers so the quality varied.



The Solution

The Government Department for Children's Services engaged Reinvigoration to help resolve performance management issues and improve overall efficiency across several teams within the organisation.

PERFORMANCE MEASUREMENT

01 Understanding Customer needs

02 Team Purpose & Purposeful Measures

03 Capacity Management

04 Standard Work

06 Visual Management & Performance Boards

05 Team Huddles

PERFORMANCE MANAGEMENT

PERFORMANCE IMPROVEMENT

07 Skills Management

08 Workplace Assessment & Process Confirmation

09 Workplace Organisation

10 Root Cause Problem Solving



How Reinvigoration Helped:

- Developed and deployed Operational Excellence ways of working across various teams within the organisation to resolve several issues with performance management across teams, resulting in a better ability to deal with the increasing demand.
- Designed and developed digital performance boards for each team with live data feeds to accommodate the work-from-home policy.
- Helped develop a daily planning framework through various interviews and workshops to help social workers better organise their days.

The Outcomes

Reinvigoration helped the Cardiff City Council Children's Services Department to:

- Deploy new Operational Excellence ways of working across 17 teams, including daily huddles, digital performance boards, and workplace assessments.
- Equip the management team with new skills to help with workplace organisation and skills management
- Design and implement a "model visit" to provide guidelines and improve the quality of visits.





The Conclusion

Reinvigoration was successful in helping the Children's Services Department resolve several issues with performance management across teams, resulting in a better ability to deal with the increasing demand. Additionally, through deploying new Operational Excellence ways of working and equipping the management team with new skills, Reinvigoration helped improve workplace organisation and the quality of visits undertaken by social workers - leading to increased capacity for staff and reduced inconsistencies across the organisation.

**Learn more about
how Reinvigoration
can help you, visit
Reinvigoration.com or
connect with our experts.**

Contact us to learn more.



About Reinvigoration

Reinvigoration is a leading expert operations consultancy and enterprise platform solution provider based in the UK. Founded in 2010 Reinvigoration has helped organisations worldwide to achieve strategic operational transformation. We use our passion and deep-rooted expertise in operations management best practices, transformation and capability building to help our clients deliver excellence with certainty, every time.



Supported
over

150

global
organisations



Delivered
over

£0.5bn

in financial
saving for clients



Improved
over

10,000

client
processes



Developed the
capability of over

100,000

people



Certified
over

5,000

people in Lean
Competency
Systems