



Islington Council Case Study

Challenge

The senior leadership team at Islington Council were faced with the same financial pressures as many other public sector bodies around the country, with the requirement to deliver a level of service that provides value for money to its citizens, whilst adhering to the reduced budget contributions from the UK government.

Moreover, there was a recognition from key stakeholders that there was a requirement to modernise their technology systems and introduce a digital-first approach, to enable their staff to work effectively. However, there was no consensus between senior stakeholders with many have differing views on how best to meet these challenges, in terms of approach, timescales, priorities and investment.

Solution

Caja was able to offer a fresh perspective using their best practice approaches and bringing knowledge and experience from advising and engagement with other public sector bodies and market sectors.

Through a series of senior leadership workshops and one to one interviews, Caja identified and facilitated a consistent understanding and agreement to the strategic drivers for the programme and was able to contextualise the varying stakeholder requirements. At an operational level across the organisation the team worked collaboratively with the council project resources to facilitate a detailed understanding of the current operating model and core 'end to end' processes across Finance, HR, Payroll and Procurement and how these services integrate and enable the delivery of frontline citizen services.

To support the development of the business case for the ERP programme, Caja facilitated the prioritisation of processes to be transformed and enabled through digital technologies and the transition to an integrated ERP application. The prioritised processes then formed the foundation of the transformation/ERP programme roadmap and benefits delivery matrix as a core component of the business case.

This initial discovery phase of the programme, identified a significant opportunity to rationalise systems/applications across the organisation and reduce the current technology/ infrastructure cost base and also provide the enabler to transform to a Future Targeted Operating Model (Process/ People and Technology), enabling the redeployment of the workforce to best suit and accommodate the changing needs of their citizens.

Outcomes

Caja worked within a strategic advisory capacity to help progress understanding and decision making, to facilitate strategic change across the council. The team worked collaboratively and quickly to gain the trust of the senior stakeholders through building strong relationships to ensure decisions were reached by consensus with extensive pre-meeting stakeholder engagement. The core Finance/HR/ Payroll and Procurement functions were engaged from an early stage in the development of the future target operating model and have developed an early understanding of the impact of the transformation and change upon their current roles and responsibilities.

The council now have a detailed understanding of the user/ service requirements for in-scope functions, aligned to the long-term strategy for the Council. A full assessment has been undertaken of the ERP market and comparisons provided against functionality requirements for the top six providers of ERP capability to local authorities. A decision has now been taken to move to Phase Two of the programme – development of the full business case and procurement of the ERP