



**BALFOUR BEATTY – WORK-WINNING
AND BUSINESS DEVELOPMENT IN
LOCAL AUTHORITY OUTSOURCING
PARTNERSHIP**



Outcome
Delivery
Consulting

Description of Client – Balfour Beatty are one of the worlds largest civil engineering and contracting organisations with a turnover in excess of £8billion.

Strategic Objective – Balfour Beatty Living Places wanted to develop a position in Local Authority Service Outsourcing and they entered a Competitive dialogue tender process with North Tyneside Council to secure the £194million contract.

Operational Objectives – Develop a credential to enable BBLP (Subsequently BB Workplace) enter the LA service outsourcing markets.

1. CONTEXT

Steve Dickie was engaged as Solution Architect and Outcomes & Efficiencies lead in the Business Services tender, and following award Steve's roles changed to Change and Comms manager and then Transformation Programme Director. Other roles on the project taken up by those who subsequently joined the Outcome Delivery Network CHALLENGE included Nicola Willis as ICT work-stream lead, Mick Lowe as Planning Subject Matter Expert and Janet Matthews as Supply Chain work-stream lead.

2. CHALLENGE

Created integrated business transformation plan and outcome delivery approach for Finance, Customer Services, Revenues & Benefits, HR, ICT, and Procurement Services utilising the collective skills and experience of a consulting team who had delivered Public Sector Outsourcing contracts for other organisations. Convinced client of the BB intent to invest in external resources to provide expertise to BB to develop their business and outsourcing capability.

3. INSIGHT

Steve shared, knowledge, tools and change management expertise to show how the service process redesign could be implemented effectively with the newly transferred team. Steve also developed a benefits realisation approach to increase confidence in Outcome Delivery for NTC. Offering Dimension 4, the fore-runner of Assured Outcome Delivery, as a source methodology to improve the Benefits Realisation skills across the Council was one of the key differentiating elements in the BB offer that lead to a contract award in November 2012. As solution architect, Steve worked with consultant team to present compelling examples of best practice improvements in the six transferring services of Finance, Customer Services, Revenues & Benefits, HR, ICT, and Procurement Services.

4. ACTIONS

Created integrated business transformation plan and outcome delivery



approach for the six services. Developed Change and Comms plan as part of Transition Manager role to manage a successful service transition involving 400 staff in the relatively short period of 3 months, without a reduction in service quality whilst avoiding any down turn in KPIs.

5. RESULTS

As Transformation Programme Director delivered Y2 savings (£2.2m) on schedule and ultimately sold EDRMS project enabling wider change programme forecast to deliver £28 million savings to the Client.

CLIENT TESTIMONIES:

"I have worked very closely with Steve over the last 2 years and I have no hesitation in recommending him. I have learnt an awful lot from him and have seen him develop great client relationship in his role as Programme Director for a large scale public sector partnership. He very quickly positioned himself as a trusted advisor to our client, no mean feat for a private sector partner. Throughout the bid, mobilisation and transformation phases of the programme Steve adopted a leadership role both internally in terms of mentoring team members and externally in formulating innovative ideas which could be included within our proposition; ideas which are now being implemented and which will transform our client organisation. Equally important is the fact that these transformational solutions will deliver real tangible benefits which will be tracked and proven through Steve's approach to benefits realisation. Only 12 months into the transformation programme the client is engaging us to deliver a wider transformation programme which, in the main, is down to Steve's constant drive for account growth and service improvement from a demonstrable track record in successfully delivering the contracted outcomes".

Matt Horridge

Commercial Manager Balfour Beatty

"Steve is not only an entertaining, communicative and supportive colleague of all around him he also brings a deep passion and integrity for delivering promised outcomes. Change management approaches that make sense to the layman delivering a roadmap that makes sense and are deliverable! I have learnt from Steve over the years lessons in stoicism and stick-ability when times are tough and demonstrable structure to add weight to transformation promises and vision. I would have no hesitation in working with Steve again in the future."

Simon Williams

Business Development Director

"Steve was an absolute pleasure to work with during his tenure at Cofely as Transformation Programme Director. He has excellent stakeholder management skills and is always willing to listen and continues to learn despite his wealth of experience. I would highly recommend Steve in his capacity of managing large scale change programmes."

Michael J Leah

Finance Business Partner at COFELY UK - GDF SUEZ GROUP



“Steve worked with operational and consulting colleagues throughout the bid lifecycle and his natural enthusiasm and passion for delivery was infectious for client and colleagues alike. Originally asked to support the pursuit of a major BPO deal, the duration of his assignment thought to leading our transformation programme delivery, is testament to his contribution to the team and to delivering the client’s key outcomes.”

Andy Wild

Energy Solutions Director, Cofely International (Board Sponsor of Bid)

