



Change Management in the Public Sector

Deloitte with Hampshire County Council

In 2015, Hampshire County Council (HCC) embarked on a £100m efficiency programme. The Council required its Adult Social Care department to contribute £43m to this target, approximately 15% of their operating budget.

HCC partnered with Deloitte to realise these savings by transforming the operating model of the service, fundamentally changing social worker practice while promoting independence and self-service for the service user (the social care equivalent of client).

Deloitte brought a specialist team combining expertise in Adult Social Care with technical experience across a range of operating model disciplines, including service user journeys, digital solutions and behavioural change. Through this combination of skills, the joint team developed and was able to deliver a number of innovative initiatives that have changed the way social care is delivered to vulnerable adults in Hampshire. The approach was focused around three main areas:

1. Services – A new Care Offer for Hampshire County Council

The joint Deloitte and Hampshire team collaborated to develop a simple approach to define and categorise the types of services offered within Adult Social Care and how these could best be delivered. The joint team promoted a more rigorous tier-based approach for support planning, designing and implementing a new Care Offer for the Council. This approach maximises service user independence and makes greater use of social capital and community resources, encouraging both staff and service users not to consider formal care solutions until other options have been exhausted.

2. Channels – Resolving service user queries

The operating model has implemented a new approach for resolving the 110,000 annual contacts received by Hampshire's contact centre, delegating greater responsibility to call handlers at the contact centre. The team used an agile approach to test the resolution of lower-risk social care cases over the phone. In addition, the Deloitte team encouraged the use of innovative digital technology to increase the level of service user self-service, including online client accounts.

3. Behavioural change – Promoting new ways of working

Deloitte drew on best practice culture change initiatives and methods, including a leadership development programme tailored to the social care context, to ensure that staff across the organisation were supported to change their ways of working i.e. focusing on the strengths of their service users (what they can do), rather a more traditional 'deficit' model (what they can't do). This included a peer-to-peer change agent network with Care Offer Advisors to help social workers recognise the benefits of this new approach and overcome any initial resistance.

The project has delivered nearly £18m of savings already within the Adult Social Care department, of which just under £4m can be directly attributed to the 'Strengths Based Approach' Care Offer. New ways of working will continue to improve outcomes for the 15,000 vulnerable adults in the county, building on their own resilience and drawing on community resources to meet their needs.