



Portillo Meets Gloucestershire County Council - Transcript

Michael was joined by the Director of Finance in the Planning and Performance Management Directorate of the Government's Department for Work and Pensions in the Great Hall at 88 St James's Street.

MICHAEL

Hello, I'm Michael Portillo and I'm with Simon Parkes who's the Director of Finance in the Planning and Performance Management Directorate of the Government's Department for Work and Pensions.

The directorate works with four businesses, those that deliver Pensions and Benefits and the Child Support Agency and JobCentre Plus. And with a spending review fast approaching the department worked with Capgemini Consulting in order to develop an operating model that would align those four businesses with the corporate function and enable the whole thing to operate as a cohesive unit. So Simon, what brought you to engage with Capgemini Consulting?

SIMON

Well we'd put in place a new organisational structure, but we really understood very quickly that it wasn't working as we'd expected. And what we put it down to was a real lack of engagement between the centre of the department and those four major businesses that you described. So, we knew we had to do something about it and that's why we brought in Capgemini consulting.

MICHAEL

And what did you think then that Capgemini might bring to the table?

SIMON

Well we'd worked with them on a much more low-value, very low-profile project, but they'd done it brilliantly, so I was very confident that Capgemini could deliver for us. And they also offered us three things. They offered us an operating model within a very challenging twelve-week timetable, which was a real challenge. They offered us a very attractive financial proposition, which you would expect me to have gone for, which was essentially that we wouldn't pay for it if we didn't like it. And I suppose most importantly of all, they offered us a way of working that was likely to engage our senior leaders in a way that we hadn't managed to do to date.

MICHAEL

Tell me a bit about that, how did that work?

SIMON

Well Capgemini facilitated a lot of workshops for us, with senior leaders from across the department. Really designed to try and get out from us what we felt the operating model should look like in the Department for Work and Pensions. And that was I think the key to working differently in the department. They could've done it differently, they could have imposed, come along with a pre-defined model and imposed it upon us. But I think getting us to bring it out ourselves really, I think, was the key to success.

MICHAEL

So this was not just about your management engaging with Capgemini consulting, it was about your management working together?

SIMON

Absolutely, and in fact that was the real prize. We expected, and we did get, a process-based operating model out of this. But actually what we really got was a completely different culture in the organisation, and one that stood us in great stead as we went through the spending review and one which we still refer back to today. We are still very much living on the benefits of that work.

MICHAEL

Did you manage to do it within the timetable?

SIMON

We did do it in twelve weeks and it was incredibly hard work and I have to say we were driven very hard by our Capgemini Consulting partners but they did get us there on time.

MICHAEL

Three words that you might use to describe working with Capgemini Consulting?

SIMON

I think partnership, and we very much worked in partnership with them. Pace, twelve weeks was very challenging. But above all, and I think most importantly, delivery.

MICHAEL

They did deliver.

SIMON

They did deliver and, you know, we're enormously grateful for that.

MICHAEL

Simon, Thank you very much. I've been with Simon Parkes from the Government's Department for Work and Pensions.

Thank you very much for watching.