

## Kier Asset Partnership Services

### Background

Following a detailed and intensive bidding process, Kier Asset Partnership Services (KAPS) were delighted to announce their success in the award of the Sheffield City Council contract to manage the Corporate Property and Facilities Management.

The establishment of the new Partnership entailed the transference of around 400 employees from Sheffield City Council to Kier Asset Partnership services.

### The Challenges

The challenges were immediately apparent in forming this new entity, the differing cultures of two organisations would be brought together under the private sector in order to deliver quality services to the Council.

For the employees, this meant changes in structure, management style and working practices at the same time as a new management team was to assume full control, and the service provisions of the contract simply had to be delivered.

John Bradley, Chief Executive of KAPS, understood the scope of this challenge and had already aligned with TAM<sup>UK</sup>. A Sheffield-based company TAM<sup>UK</sup> was to become a key partner of KAPS in establishing and delivering a structured cultural change programme called Team Action Management.

The most important aspect of this change programme was to maintain respect for all employees, and to try to instil a sense of fairness, support and inclusiveness to underpin performance. This was critical to the success of delivering against the outsourced contract from the council.

“We recognised that we had no time to lose in engaging with all of the new and transferring staff in order to make a joined up organisation happen and happen quickly,” commented John Bradley, “to this end we deployed the Team Action Management Programme in week one.”

### Team Action Management's Objectives

The Team Action Management Programme uses its 40-year pedigree and experience built from working in such large organisations as WH Smith, Cadbury, Tetley and the Public Services Agency, to deliver a structured change management programme which has its roots in fairness and performance.

“Wherever people are involved, then the issue of trust and fairness will emerge,” observed Christine Arnott, KAPS Strategic Change Manager. “Left unmanaged a lack of trust and fairness will often appear as workplace absence, increased sickness, unwanted

## TAM<sup>UK</sup>

TAM is an advanced Change and Leadership Advisory business, focusing on mid-sized companies and larger Public Sector organisations.

We have a strong track record built over 40 years, underpinned by our focus on developing long term relationships with clients, a reputation for integrity, and offering an independent programme that is knowledge transferred to your Senior Management team upon the Instructions of your Board or CEO.

These core principles help us to sustain effective business relationships with our clients and are consistent with our aim - to be the Change Advisors of choice in our specialist sectors.

Our focus is on providing a clear development path for our clients to enable them to outperform in their markets. Our Specialist Advisors are experts in their chosen sectors and work closely with our Clients to help them deliver their strategic goals.

## The Benefits

Guaranteed facilitated change

Strategically align and optimise your organisation

Create a cultural platform for efficient and effective change

- Develop effective leadership
- Cut costs before jobs
- Improve productivity
- Maximise employee inclusion
- To deliver the change to a financial outcome

# Case Study

stress and poor behaviour generally. It was critical to KAPS to address these points and to create a motivational, engaging and enthusiastic environment.”

The Team Action Management Programme started to work with Mark Steed, KAPS Partnership Director charged with the responsibility of turning the bid into the reality of a successful business. Once selected, TAM<sup>UK</sup> facilitators started to work with the new senior team, transferring the Team Action Management Programme into KAPS.

Mark Steed commented, “TAM ran a series of development workshops which immediately challenged our thinking and brought the initially fragmented and cautious new team into a top team approach with joined up and supporting team-working. This was fascinating to observe and to happen so quickly too.”

Simultaneously with these workshops, TAM UK organised the distribution of red collection boxes to capture the anonymous views and opinions of all the staff, both new and transferred. “We were naturally very cautious,” said Mark, “about what would be said and who it would be said about!”

The workshops completed over a three week period, which was an amazing transformative process in itself. “The content of the workshops were broad, covered a lot of ground and gave a full appreciation of management issues, control techniques and of change management. Although the topics were broad and strategically delivered the TAM facilitators were able to take any specific point and deliver in-depth explanations at an expert level – we were very impressed,” reported Mark.

The outputs of TAM accounted for every piece of feedback that was received through the red collection box process, as none were discarded nor replaced. David Howarth, KAPS Real Estate Manager, added: “I have to say that our initial reservations about the things written in the feedback from all staff were quickly left behind. It seems that all employees are actually more concerned with the good of the business as opposed to taking shots at the management!”

## ***The Results***

The TAM Committee formed from KAPS’ senior team worked for two days to produce the final list of strategic action projects. The TAM Process was well documented and effectively, yet simply, structured. Each project was carefully crafted, facilitated by TAM<sup>UK</sup> and agreed by all Committee members. Even the order of work was agreed using a simple technique called Delphi prioritisation. The summary of the two-day intensive working session was:

☑ A list of agreed and ordered strategic improvement projects ☑ An idea of the financial impact of each project in terms of cashable savings and opportunity ☑ A team that was now fully formed and supportive with allocated actions and responsibilities ☑ A cultural shift in the entire organisation to one of inclusion, respect and fairness ☑ An auditable and transparent management system that is easily controlled and reviewed by the Directors

David Howarth added, “I was sceptical at first that all of this could be achieved in five years, let alone five weeks, but it just seemed to unroll in front of us and, as a new management team, we were delighted.”

## ***Comments on the results of Team Action Management***

Mark Steed has the final word, “In our complicated and time precious world, the TAM programme brings fairness, structure and an absolute focus on fairness, performance and results, all at the same time. The inclusive approach was well demonstrated and each and every person in the organisation had the opportunity to take part. It has been a very rewarding experience and TAM will remain as a key part of our KAPS strategy to deliver real and sustainable value to our clients. We see TAM and Kier in a long term and mutually beneficial relationship.”

## Leading **Organisational** Change

# TAM<sup>UK</sup>

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