

A large, stylized orange chevron pointing to the right, serving as a background for the text.

High performance. Delivered.

Jon Thompson, Permanent Secretary of the UK Ministry of Defence

Video Transcript

"The vision came from a workshop really with Accenture and Serco colleagues and we said I have got this support services organisation, it spends about 200 million pounds a year and we don't think it is performing very well.

We sat down and we thought about how you might approach the problem and a solution came forward which we think is very innovative which is the injection of private sector expertise into the

management but not the full outsourcing of the organisation and the results have been frankly stunning.

Well the public sector model is traditionally either insourcing or outsourcing but there is a broad spectrum of options between those two and the great thing about Defence Business Services is that it is a hybrid, the staff still work for me, but they are led by colleagues from Accenture and Serco.

So they are injecting the leadership, the strategic thinking and the change management aspects of the organisation.

Well in the end, the bottom line benefits for us have been a reduction in the costs of 30% and an increase in the performance of the organisation.

So it is held out as being a top performing organisation, it's fundamentally reduced the costs to

me and I have got to channel as many resources as I can to the front line not into the back office. So, that is why it is held out to be an exemplar, it is a different way of working and it has achieved great results.

The biggest challenge was a cultural one, because within the Ministry of Defence, this is clearly a very different way of doing business.

But I just drove on, with the team that was supporting me to say “no, no, come on there must be a different way of doing business” and we did eventually get there. Yes, it was probably a brave and risky thing to do but it was fundamentally the right thing to do for the organisation. I think it has just been great and I would apply it to the infrastructure organisation and to other things that I am doing, it is just fantastically value adding.

I think it has just been a great partnership – we tell a lot of people about this great success and I am sure Accenture and Serco do too. We are very open and transparent with each other, we have a great working relationship, we share with each other what our challenges and problems are, we solve them and move on because it creates value for everybody.”