

Three, two, one, about turn!

Driving change at Focus Central London

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by **small back room**

Focus Central London was the Training and Enterprise Council (TEC) for central London. It was failing to meet its government-set targets, running at a loss and threatened with closure. A new management team was put in place to turn the organisation around.



Situation

The new team quickly developed a short vision document that was presented to all staff. The document set out why change was needed and a vision to turn Focus through 180° from seeing government as its customer, to promoting and enabling high quality services for its key stakeholder, partners and end customers.

Solution

Following a communications audit, an internal communications strategy was implemented to support the required change. Activities included: engaging staff in creating a mission statement to clarify Focus' purpose; regular performance briefings; communications training for managers and supervisors; improvements to the work environment and social events for all staff to celebrate a growing number of successes.

Outcome

Focus was transformed from a poor-performing loss-maker to the leader in its sector with an annual surplus of £4m. Despite significant change, including redundancies and the closure of non-core activities, the internal communications strategy contributed to significant improvements in KPIs for staff satisfaction, retention and absenteeism.