

90-day action plan

A practical route to releasing capacity in public services

Why 90 days

Most productivity programmes stall because they try to change everything at once.

This plan does the opposite. It focuses on one service, builds momentum in three clear phases, and gives you defensible evidence by day ninety, not another transformation programme to manage.

The process is simple:

- Identify
- Prioritise
- Act



Days 1–30

Identify

Understand where time, cost and capacity are really being lost.

The goal in the first thirty days is not perfection, it is a usable view of how one service actually performs today. Most teams already have the data they need. What's missing is the structure to make sense of it.



Checklist

- Pick one high-volume or high-friction service or workflow to focus on.
- Agree clear ownership across operations, finance and transformation.
- Map how work flows from start to finish, including every handoff.
- Baseline four measures: demand, throughput, backlog size and age, exceptions and rework.
- Build a first view of what the service costs by activity, channel and case type. Use transparent assumptions where data is incomplete.



What you will have by day 30

A shared, defensible view of how the service performs, and early signals of where capacity is being lost.



Days 31–60

Prioritise

Turn insight into a clear plan for where to act first.

Once you can see the service clearly, the next step is deciding where intervention will release the most capacity with the least risk. This is where cost data and flow data come together, so performance and cost can be understood side by side, not in separate reports.



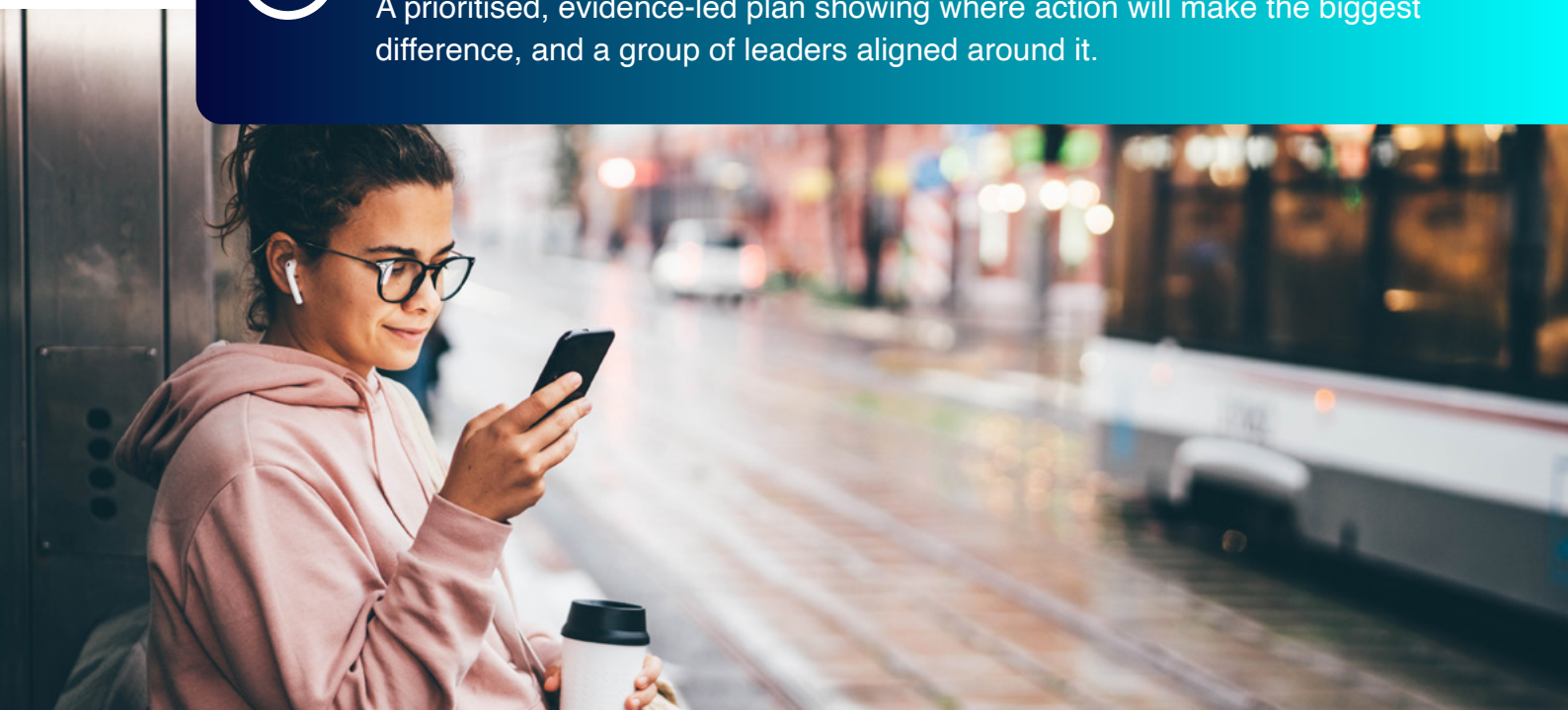
Checklist

- Link cost insight directly to how work flows – where long cycle times are also driving high cost, where exceptions are consuming disproportionate capacity.
- Identify the top three to five constraints most worth fixing first.
- Set up a regular cross-functional rhythm, with operations, finance, procurement and transformation reviewing progress together.
- Align the leadership team around one shared view of where to act.



What you will have by day 60

A prioritised, evidence-led plan showing where action will make the biggest difference, and a group of leaders aligned around it.



Days 61–90

Act

Remove friction, release capacity,
and make the change stick.

The final thirty days are about turning evidence into action and making sure the change sticks in day-to-day operations. The sequence matters: simplify first, then automate. Automation applied to a broken process just embeds the inefficiency at speed.

Checklist



- Remove non-value steps – duplicate checks, avoidable approvals, manual reconciliation.
- Standardise processes to reduce variation and rework.
- Improve handoffs and clarify ownership where work crosses teams.
- Build an automation backlog based on evidence; highest-cost activities, longest delays, highest manual effort.
- Embed the change through clear roles, training, support and leadership routines, so it lasts.



What you will have by day 90

Measurable capacity released. Friction reduced.
And a credible case for scaling the approach to other services.



What success looks like after 90 days

- Reduced backlog or cycle time in the priority service.
- Clear evidence of where capacity has been released.
- Less rework, fewer workarounds, more predictable delivery.
- A defensible roadmap for scaling improvement.

Proof it works

The principles behind this plan are already delivering results across UK public services.

In the **London Borough of Bexley**, Accounts Payable was transformed by focusing on one function and strengthening control.



Invoice processing time fell from 8.9 days to 1.2 days –
an 87% reduction,



while PO compliance rose
from 63% to 93%.

At **Lambeth Council**, citizen communications were redesigned by improving visibility and removing friction before automating.



Returned mail
fell by 70%,



print costs
halved,



and 3,000 staff gained digital tools to send communications –
freeing contact centres and back-office teams from avoidable demand.

Are you ready to boost your productivity in 90 days?

- Focus on one service.
- Build momentum.
- Release capacity you can defend.

Contact us

