

WARWICK DISTRICT COUNCIL

Change Programme Case for Change



Warwick
2030

Introduction

February 2023: A Commitment to Change

On the 9 February 2023, Cabinet approved a report, which stated:

“Warwick District Council (WDC) continually demonstrates that it is a community leader during the most challenging of times. Whether that is through a period of national austerity; an international pandemic; or global climate change, the Council has been able to deliver its ambition through service and place-shaping outcomes whilst at the same time being financially responsible.”

“However, the financial challenge to the Council has not abated and the Chancellor’s latest Autumn Statement (17 November 2022) details significant financial constraint of public finances from financial year 2025/2026, with major implications for local government. Item 13 / Page 2 The Council cannot ignore this impending financial situation and must plan well in advance”.

“Whilst it is fully recognised that the Council has been through periods of very real upheaval and uncertainty, it would be complacent not to prepare. Officers are therefore proposing a programme of organisational change to be developed over the next twelve months with the new administration and the Council’s trade union, Unison, to enable the breadth and depth, and delivery method of Council services to be reviewed thereby enabling the local taxpayer to continue to receive value-for-money.”

”

The report had the following recommendations:

1. That Cabinet notes the latest Medium-Term Financial Strategy (MTFS) as detailed in the S151 Officer’s report at item 7 on this agenda.
2. That Cabinet agrees to the development of a change management programme with governance arrangements as detailed in Appendix 1.
3. That subject to agreeing recommendation 2, Cabinet agrees that in accordance with their respective delegations, the Chief Executive and S151 Officer should ensure that appropriate human resources are made available to support the delivery of the programme.

Since the report was approved, several other events have happened which further support the need for the Council to embrace a programme of change:

- Ongoing inflationary pressure and increased service demand have further impacted the Council’s medium term financial outlook.
- Government settlements have done little to ease pressure across the sector.
- Rising homelessness and increasing costs for temporary accommodation are not being met by equivalent increases in central government grants.

However, amongst these challenges, there have been positive changes too:

- A new customer service centre at The Royal Pump Rooms will open shortly, offering new opportunities to deliver services differently.

- A Corporate Peer Review Challenge recognised the important role the Change Programme will have in improving services.
- The Council’s new Corporate Strategy focuses on the delivery of high quality, sustainable services.
- In March 2024, Cabinet will look to approve the implementation of a new Customer Relationship Management System - a cornerstone technology to underpin the Change Programme.



July 2023 Corporate Peer Challenge



In July 2023 (11th - 13th) Warwick District Council participated in an LGA Corporate Peer Challenge.

The challenge was overseen by a group of senior peers from other Councils, who sought to understand how the Council operates and identify opportunities for improvement. The assessors were all experienced in local government and understood the unique pressures the sector faces.

The challenge involved staff from across services, the Council's Senior Leadership Team, Partners, and Councillors. When considering the Council's capacity for improvement, the assessors wrote:

"Staff which the peer team met were dedicated to public service – there is a strong sense of duty and commitment, and there was a highly engaged and pro-active group of middle managers who are an asset to the team and are capable to deliver and drive improvement. The peer team met with committed and knowledgeable staff from across WDC. This is the Council's greatest asset and places it in a good position for the future"

The Peer Challenge culminated in nine recommendations. The Change Programme will be a key component of the Council's response to Recommendation 5:

"Ensure that whatever ambitions the Council may have, have been balanced with the need to ensure sufficient focus and grip on the performance of core service delivery and brilliance in the basics"

In recognition that, at the time of the challenge, the Council was committed to, but had not fully developed its Change Programme, the review team said:

"As part of the Council's Change Programme the peer team encourage WDC to continue with this transformation and capitalise on how this will support the organisation in delivering improved outcomes"

A new Corporate Strategy Warwick 2030

In November 2023, the Council's new Corporate Strategy was approved by Council. The Change Programme falls under Strategic Priority 1, Goals 1.2 and 1.3:

Strategic Priority 1:

"Delivering valued, sustainable services in order that the Council can continue to focus its efforts and activities on the needs of its residents, communities and businesses, this priority will be underpinned by ensuring continued demonstration of financial sustainability through the medium term. This is the foundation for ensuring that there are the resources to continue to enable residents to receive excellent high-quality services that are responsive and accessible to local needs."

Goal 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing.

- *"Our Change Programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs."*
- *"By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council."*

- *"The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels"*

Goal 1.3 Achieve and demonstrate delivery of high-quality services.

- *"We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services."*

Following these three reports, the Customer Change Programme case for change sets out the business case for this improvement programme, the benefits it will bring and how success will be monitored and measured.



Drivers for change

The Change Programme has several external and internal drivers, which are briefly summarised below:



Corporate Strategy

The Corporate Strategy envisions an ambitious future where the Council can have a positive impact on people's lives and the environment. We face this future against a backdrop of economic uncertainty, global instability, and political challenge (on every stage). To achieve this future, we will need to deliver excellent services, make long term decisions, have access to high quality information and, remain sustainable ourselves. The Customer Change Programme will seek to address this.



Corporate Peer Challenge

Recommendation five of the Corporate Peer Challenge highlighted and that amongst the Council's ambitious projects, there is still a need to focus on delivering brilliant core services. These services have a huge impact on people's lives, wellbeing, and the future of Warwick District. The Customer Change Programme will seek to ensure these services are delivered in a high quality, efficient and sustainable way.



Medium Term Financial Strategy

Like any other business, the Council is not immune to rising costs. Inflation, energy and accommodation expenses, increased demand and a shortage of skilled labour have all impacted the Council in recent times and will continue in the foreseeable future. The Change Programme will seek to achieve £2.5m of general fund revenue efficiencies, to help ensure the Council's MTFS is sustainable and viable for the long term. Within the Housing Revenue Account (HRA), efficiencies will also need to be realised to help fund additional costs for regulatory asset management compliance. The initial focus for HRA services will be on the compliance action plan.



Advancements in technology

Most services could become more efficient by making greater use of technology. Advances may come from introducing new tools which make services easier to deliver or by simply using what we already have more effectively. How services are delivered has not really changed for a long time and this must be addressed as there are virtually limitless possibilities to make positive changes. The advancements in low code technology means that Councils are now able to develop digital services (forms, applications, processes) at pace and at low cost.



Inconsistent customer service delivery and experience

Every Council service has its own customer facing operations. There's more than 80 phone numbers on the Council's website and over 130 email addresses where customers can contact services, which is both confusing and inefficient. Every service also has its own version of what "good" looks like, leading to very different experiences for Customers.



Missing opportunities to improve cost recovery

The Council provides a lot of distinct services each with its own unique costs, markets, and demand. Taking a more commercial stance toward cost recovery and income generation will help the Council to make services more sustainable and ensure that where services do have a cost, it is a fair price that fully covers the true expense of delivery.



Level of demand is not consistently understood

Because of how our services are delivered, there are very limited opportunities to consistently report service demand. These limitations extend into performance management too, which feeds into inconsistent experiences. Introducing better systems to manage demand and performance will be essential to ensure we delivery high quality services both now and into the future.



Increasing customer expectations

A lot of the Council's services do not have the capacity to deliver outside of normal office hours. Whilst our website is available around the clock, many services presented there still require human intervention, but better use of technology could automate many of these transactions, meaning they only go to a human when needed, not by default.



Create more capacity to further support those most in need

Whilst a significant portion of improvement will involve technology and self-enablement, all customers will benefit. More efficient and effective delivery mechanisms will persist through all contact channels and free staff to spend more time focusing on customers and their needs than administrative tasks they no longer need to do.



Need for better data to support more informed decision making

Despite having a wealth of data about its customers, the Council does not make full use of this to inform decision making. The siloed nature of delivery also makes it difficult to report meaningful information, but as a customer-centric Council, the Customer Change Programme will seek to address this and put data at the heart of our decision-making process.

Local Government Association perspective on modernisation

The LGA provides the following wider local government perspective on modernisation: Councils are responsible for delivering an estimated 80 per cent of public sector transactions in their areas, they also have a particular obligation to design their services in the most accessible, economic and 'user-friendly' way, and a vital role to work closely with other public, private and voluntary sector partners to ensure that local services are built around the citizen rather than the needs of service deliverers.

At a time when public services face fundamental challenges, technology and digital tools and approaches are central to achieving all of this.

For councils and their partners, these tools can enable:

- A deeper understanding of local patterns of need and interaction with government, allowing resources to be managed, planned, and directed to where they will have the greatest impact.
- More effective management of demand – for example, enabling user self-service and supporting peer to-peer advice-giving and assistance via social media.
- More reliable, speedy, and precise handling of routine and repetitive tasks – allowing costly and scarce professional expertise to be targeted at cases which need judgement or at new and unexpected situations.

- Faster access to, and sharing of, data between councils, customers, and partner organisations, avoiding the need to collect the same information many times over and saving time on research and information collation.
- New ways of working that potentially reconcile the goals of providing a better quality of customer experience while cutting costs.

As digital technologies become ever more pervasive and increasingly form part of people's daily lives, it is essential that councils continue to exploit their potential. At the same time, 'digital' – often a catch-all for any use of digital, technological, and online services – is not a panacea for all ills, and should complement other approaches such as demand management, lean and systems thinking, and collaborative procurement.

The needs of local citizens who are unable or unwilling to use this technology must also be addressed. In practice, local government has a long history of applying technology in innovative ways and of leading public service change. The period since 2010 has seen enormous changes both in technology and the way in which it is used.

Ofcom's Online Nation 2023 for instance, suggested that 92% of households in the UK had access to the internet and on average, adults in England spent 3 hours and 40 minutes online each day. 76% of this time, was using a smartphone. 7% of UK individuals did not have access to the internet, with those aged over 65 making up the largest group (18%). Compared to 2019, the last year of data available before the COVID pandemic, only 87% had internet access and 33% of over 65's reported they did not use the internet at all. Interestingly, cost rather than a lack of interest was cited as the most likely reason people did not have internet access in 2023.

Online services from Alphabet (Google, YouTube) and Meta (Facebook, Instagram, WhatsApp) dominated online usage for the year, but some 59% of UK adults reported using a government website or app.

Online Nation also reveals interesting trends about how people are communicating too, which can influence how services are delivered. WhatsApp, Facebook Messenger, and Instagram made up 3 of the top 5 apps for reach amongst UK adults; communication channels which the Council is yet to fully develop.



Defining the Purpose of Change

The Change Programme was born of the recognition that if the Council is to remain financially sustainable, we must reinvent how we do things to achieve this. Given the significance of the change that is required, it is important that this is done with purpose and at all times, supports and enriches the Council's priorities and its vision to make Warwick District a great place to live, work and visit by improving lives and our environment.

Therefore, our Change Programme will focus on continuing to deliver high-quality services for customers, continually improving these services and ensuring that our organisation is sustainable – from both environmental and financial perspectives. This will be our Change Programme and to achieve the desired outcomes we will focus on three strategic themes:



Business mindset

Whilst many Councils when faced with financial uncertainty have simply cut services, Warwick District Council is aiming for more than this.

We recognise that the services we provide are valued and important, whether that is emptying bins or designing our built environment - it all matters. We will seek to deliver our services with a more commercialised mindset; ensuring that opportunities to generate income are maximised, that the cost of delivery is fully optimised and understood and, where we rely on third party contractors, that their performance meets the standards we expect.

The efficiencies and gains we realised by taking a more cost-conscious position to both our decision making and our operations, will contribute to the Council's MTFs and ensure the Council's finances remain on a firm and sustainable footing.



Improved Customer Service

Our customers and communities are at the centre of everything we do. The Change Programme will focus on this and ensure that the needs of our customers remain behind everything that we do.

We will focus on designing digitalised services which enable our customers to help themselves as much as possible. These services will be easy to access, underpinned by efficient processes, designed around our customers, operate with transparency, and deliver valuable outcomes. Where our customers cannot access these services themselves, we will ensure our telephone and face to face services will offer the same high-quality experience.

By fundamentally addressing how services are delivered, from a perspective of digitalisation and customer need, we will ensure that the Council is able to achieve and demonstrate the delivery of high-quality services, for the long term.



Reinvent how we do things

The Change Programme is the start of an ongoing, long-term, continuous improvement initiative that not only looks at how our services are delivered, but also our capability to deliver them effectively.

We will ensure that our staff have the skills and competencies required to deliver our services as professionally and effectively as possible. We will also make sure that our stakeholders, including our customers, can put forward ideas about how we could improve our services further and that ideas these will be addressed in a responsive and sustainable way.

By supporting our workforce, encouraging ideas, and empowering positive change, we will help to ensure the best use of the Council's assets and resources and, our priority to deliver valued, sustainable services.

Change Programme Scope

The scope of the Change Programme will include:

Scope 1: Independent fees and charges review

- An independent review of discretionary fees and charges for the 2025/26 financial year.
- Introduction of tools to support cost analysis.
- Take into account cost recovery, market position, policy framework and commercial opportunities.
- Commercial awareness training for both staff and Councillors.
- Identifying opportunities for income generation and/or improved cost recovery.

Officer Lead: Head of Finance

Scope 2: Customer service redesign

- Reviewing all customer related processes and procedures – ‘as is’ and ‘to be.’
- The workflow between the ‘front and back office’ services.
- New operating model for customer service delivery – increased resolution at the first point of contact.
- Increased process automation.
- Digitalisation of Council services.
- Review all of business applications.

Officer Lead: Head of Customer & Digital Services

Scope 3: Reinvent how we do things

- Service areas to think about how they can do things differently, which can either reduce costs and/or increase income.
- All services areas will be required to present proposals to programme board.
- Ideas can include:
 - Income generation ideas.
 - Invest to save proposals.
 - Changes in operating model.
 - Changes in structure.

Officer Lead: Deputy Chief Executive

The Change Programme will be ongoing, and this initial scope should be considered as a first phase. The programme team will seek to start this scope of works within the first quarter of 2024 of the programme, with reviews and evaluations taking place at regular intervals along the way.



Expected benefits and desired outcomes from the Change Programme

The Customer Change Programme will bring several benefits to residents, the Council, its partners, and stakeholders. These will include:

Customers

- **Wherever, Whenever:**
 - Customers will be able to easily transact with the Council using our online services around the clock, from any device they choose.
- **Digital by Choice:**
 - We will design services for optimum digital delivery, with an ambition that people will use these by choice, and not a lack of other options. Other contact channels will remain available and customers who chose these will still benefit from the Customer Change Programme's work.
- **Everything, Everywhere:**
 - Our staff will have a more holistic view of each customer and each of their service interactions. They will be able to provide more services at the first point of contact, including offering an assisted digital service, and will be empowered to get things done.
- **Resource where it is Needed:**
 - We can use any spare capacity created through our process optimisation work, to redistribute support to those customers who really need it, boosting our frontline service delivery and back-office quality.
- **A Measured Difference:**
 - We will conduct regular customer satisfaction assessments to see how our services are delivering on the ground. We aim to have the number of customers who rate our services as good or very good by 2026.

Members

- **Options:**
 - Successful completion of the Customer Change Programme will enable members to have more choice in the future as the efficiencies made will create more capacity and free up resources i.e. financial and people.
- **Performance:**
 - Members are able to easily access data regarding the performance of their portfolio at their own convenience by making the data available digitally.
- **Empowerment:**
 - Councillor Surgeries and Casework will have significantly more facilities to log issues on behalf of constituents and then follow those interactions through to completion.

- **Information:**
 - More meaningful data available to help better inform decisions and priorities.

Our employees

- **Information:**
 - More meaningful data available to help better inform decisions and priorities.
- **Investment and Development:**
 - Our staff will be invested in and developed to equip them with new ways of working to help meet the opportunities and challenges ahead.
- **Resources Where it is Needed:**
 - More efficient processes and procedures, to reduce demand and free up capacity will allow staff more flexibility to support those customers who need more from us.
- **Partnerships:**
 - Opportunities for improved end to end processes will be designed and developed with our partners where applicable, such as Biffa for our Waste Service. This may greatly assist in the provision of performance data to help manage contracts more effectively.
- **Efficient Processes:**
 - The Council's processes and procedures will be efficient with, and waste removed through careful design, increased automation, and channel shift.

Finances

- **Transparent Costs:**
 - Our activities to fully map and understand the cost of existing service delivery will ensure that our fees and charges are based on a complete recovery of definable costs.

- **Cost Avoidance:**
 - When designing our services, the commercial principle of minimising costs will be applied – any step that does not add tangible value is a cost and will not be part of our future operations.
- **Income Generation:**
 - Our fees and charges review may generate new opportunities for fees to be collected on existing services or create entirely new revenue streams that have not previously been available.
- **Directed Investment:**
 - The Council's limited financial resources will be invested in programmes that can generate a tangible efficiency and have a strong business case.
- **Cost Reduction:**
 - The redesign of our processes may result in costs being removed, such as legacy software applications, or through reduced resource requirements that do not impact on quality.



Change Programme Design Principles

To deliver the programme benefits, our core processes will need to be changed and improved. To ensure that the Change Programme delivers what is important to WDC, all changes will be following design principles set out below:

Focus on the customer experience.

Our design teams will concentrate on the experience of the service user and what it is like for them to interact with the Council. We will seek to involve them in the design process, development, and ongoing improvements.

Involve those doing the job to help service design.

Service design will involve everyone that is needed to make a service work, providing a much more detailed perspective. The same people who document the old service, will contribute to the new service, owning their contributions and sharing in its success.

Redesign processes around the ideal customer journey.

Our ambition will be to keep our services as quick and uncomplicated as possible, so every step will be considered to evaluate what it does and if it's needed. Journeys through a process will be looked at from all perspectives, to make sure they work and are acceptable.

Make processes digital by design, but with alternative access channels where appropriate.

We will design services to be easy and empowering; wherever practically possible we will give our customers all they need to do things for themselves. But where this is not possible, highly competent, professionally trained "offline" service staff will be there to provide assistance.

Address issues at first point of contact.

Every service will be designed to try and address a requirement at the first point of contact. Where this cannot be done, we will ensure that any information required to escalate a problem is captured the first time around, to provide a prompt and complete response at the second stage.

Collect what is needed, once.

We will minimise the amount of customer data that is needed to complete a transaction and wherever possible, we will seek to reuse data that the customer has already entered if it is still correct and relevant.

Zero Rekeying

It is inevitable that in some services, data will need to move from one system to another. Where this has to happen, there will be zero tolerance or acceptance for manual rekeying.

Centralised Customer Contact

Wherever possible, customer transactions will be handled by a dedicated customer contact centre who will be able to provide resolution or onward escalation of requests. Customer Service staff will be well trained and fully understand all of the services they offer.

Workflow and Case Management

Every process, regardless of where or how it started, will be designed to provide an outcome, and ensure that information gets to the right place, first time, every time and that once it arrives, action is taken in a timely way, with consistency and reliability.

Measure Performance to Drive Improvements

All aspects of service delivery will be backed up by meaningful and relevant service metrics that help to ensure service delivery is effective and identify any potential problems early on, so they can be mitigated effectively before they result in a more serious disruption.

Invest in employees and their Skills

Our staff are the most important resource in making the change programme successful. We will ensure that we invest in their skills, capacity, and capabilities, so that they are ready for change, engaged with the programme and empowered to make a meaningful difference.

Cost Effective Delivery

When designing our services, we will consider the cost and value of each aspect and step to ensure that we are getting the most value from every penny we spend. Wherever opportunity exists to reduce costs but maintain quality, we will take action to ensure we offer best value.

Identify Commercial Opportunities

Wherever possible we will seek out new opportunities to generate income to invest in our services and improve the lives of those who use them. We will not be afraid to explore new ideas, if they can justifiably benefit of our residents and communities.

Managing implications of change

The Change Programme outlines an approach in response to meet the challenges in terms of balancing the budget, the changing environment, government policy and customer expectations. It will need a workforce that is flexible to respond to these changes in a timely and productive manner. This Employment Process and associated procedures of the Council seek to maximise the opportunities for alternative options for employees facing potential job loss through redundancy. The highest priority will be given to maintaining the security of staff as it is Council policy to avoid redundancy wherever possible.

One Page Digital Strategy

Over the course of the next 24 months, the Council's Digital Strategy will support the Change Programme customer re-design activities by:

Preventing and managing demand



We will empower our customers to help themselves wherever possible by ensuring that the most comprehensive, up-to-date, searchable, and understandable information is always available from our website and app. This information will be backed up by comprehensive self-service tools to reduce the need for routine offline contact and mechanisms to feedback on how we're doing.

Simplifying our channels



We will work toward a single telephone number to reach WDC and remove as many email addresses from our website as possible. We will also look to make better use of growing alternative communication mechanisms such as X and Whatsapp, in addition to online chat facilities.

Creation of a Customer Portal



We will create a secure online portal where our customers can access all their information, services and items of interest from a single login. The customer will be able to see their history of interaction with the Council, launch new requests, submit information and get updates on requests already in progress.

Design Processes that focus on Customer need



Our Transformation Team will work with service areas to create customer focused services which are designed with the end user in mind. Simplicity will be at the heart of our work, to ensure that services are easy to use, flow beautifully, automated precisely and work first time, every time. Behind the scenes we will also be working to make things better.

Comprehensively Reviewing our Applications



The Council has more than 50 applications and thousands of spreadsheets, supporting very niche functions in typically isolated ways. We will seek to simplify our application estate by looking at where our systems have overlapping functionality, if there are opportunities to introduce low-code solutions built on case management, or where systems can simply be removed.

A Single View of the Customer



We will work with our teams to help develop a single view of our customers which shows all of their interactions with the authority. For the first time in WDC's history, it will be possible for a service to wholly understand a customer's needs and situation in totality, rather than only seeing a small part of a much bigger picture.

Dashboard Performance



For the first time, WDC will be able to gain insight into the performance of services according to their actual, live customer demand. Access to this data will start life as static reports, but in time will become an instant online dashboard, presenting service metrics that are up-to-the-minute accurate.

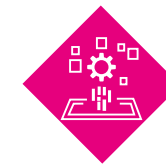
This data will also be critical in shaping future service delivery, providing the Council with a unique insight that it has never had before.

Increasing process automation



Through the use of low code technology, increase the level of automation to reduce administration, manage demand and reduce costs.

What is Low-Code?



The Council's digital transformation will be underpinned by low code technology, which provides a low cost and flexible way of developing applications, processes and form at pace.

By 2024, Low-code application development will be responsible for more than 65% of application development activity.

'A Low-code development platform (LCDP) is software that provides a development environment used to create application software through graphical user interfaces and configuration instead of traditional hand-coded computer programming.'

In summary

Ultimately, we want the application of the right technology to make it easy for our customers and businesses to transact with us and for our people to have access to the right tools and technology underpinned by value for money.



Success measures

Change Management establishes and gathers momentum a range of performance measures will be developed to monitor progress and measure benefits. These will include:

Financial Efficiencies Realisation

The Council's Medium Term Financial Strategy requires £2.5m of general fund revenue savings and contributions made possible by the Customer Change Programme will be monitored. Where these efficiencies are redirected, they will be taken from the programme's overall target.

Non-cash efficiencies

Inevitably some resources will be released, and cashable savings made whilst redesigning services. But our human resources can also be invested in and redeployed, allowing them to help those customers who need them the most or meet demand in other specialties.

Review evaluations to assess benefits realisation.

The anticipated benefits of any change that is undertaken will be carefully monitored to ensure they are delivered. The Council cannot afford for efficiencies gained through the Customer Change Programme to be consumed by "new, old stock" activities.

Increase in the number of digital transactions with the Council

Digital transactions are typically cheaper for the Council to process. A shift toward digital interactions would indicate improvements to online services and reduced cost to serve for the Council.

Improved customer satisfaction and user experience

Our processes will focus on outcomes and be designed around the customer. An uptick in customer satisfaction, with both the experience and outcome, will indicate that our Customer Change Programme is working.

Improve the number of Council services that can be fully accessed digitally

We will increase the number of services that can be fully accessed digitally, which provide an end-to-end service without the need for manual intervention – unless that intervention is the purpose the service being accessed.

Number of customers registered on the self-service portal

The Council will launch a self-service portal that will provide access to more complex services which require authentication of the user. The more people who register for the portal service, the more flexible future delivery models can be.

Increase in the number of unique website visitors

The Customer Change Programme will empower customers to help themselves, even if this is just to access information. Getting more people to use our website on a regular basis whilst reducing offline demand is a key component of success.

First Point of Contact Resolution

Increasing the number of services that can be dealt with fully at the first point of contact either online or by customer services is important as repeat demand is failure demand. Getting processes right first time will improve customer satisfaction and reduce waste.

Reduction in the use of spreadsheets

As processes are mapped, the number of Excel Spreadsheets, Access Databases, Word Documents, and any other inappropriate software being used to store customer data will be logged. Their presence in new processes will not be accepted.

Reduction in advertised Contact Routes

The Council will seek to dramatically reduce the quantity of telephone numbers and email addresses it publishes on its website for general contact. Our goal will be one number, zero email addresses. Progress toward this will be monitored as each new process goes live.

How the Change Programme relates to the Medium Term Financial Strategy:

The change programme has an efficiency target for the general fund of £2.5m, which is profiled in the table below:

General Fund						
Financial Year	2023/24	2024/25	2025/26	2026/27	2027/28	
	£'000	£'000	£'000	£'000	£'000	
Deficit	£3,528	£4,517	£2688.29	£194.49	-£993	
Change Programme rec target		-£300	-£704	-£900	-£600	-£2,504m

The scope of the change programme, takes a holistic look at what the Council does and how it does it.

An efficiency and savings tracker has been created to track the benefits of this Change Programme.

Change Programme Customer Service Redesign Methodology

(Customer – Council – Council – Technology – Operating Model)

The purpose of this stage is to prepare the organisation for the Customer Change Programme to ensure:

- There is a clear narrative setting out the purpose and benefits.
- All employees, members and other stakeholders understand what is expected as we embark on the programme.
- SLT support the programme.
- Change Programme – Case for Change approved by Cabinet.
- Project team is established, and training gaps filled.
- An efficiency tracker is created.
- Supporting tools are established.
- Governance framework is established.
- Complete a business application inventory.
- Business Analyst recruitment.
- Business case approved for customer relationship management.

Capture the now ('as is):

The purpose is to clearly understand how services are currently delivered by WDC, by identifying and documenting the processes and resources required for their delivery so that we fully understand what it is like to be a customer today, their journey, the opportunities and efficiencies that are available.

Design the future ('to be'):

This again will be a collaborative approach between the service re-design team working with service areas and using the Engage Business Process Mapping tool to redesign processes based on the principles set out in this case for change.

Make the change:

Once the new process is designed it will be tested and then implemented.

Review the impact:

Once implemented, the service re-design team working with service areas will review the impact to measure and assess the impact. Make any corrections if need and sign off the process as business as usual.

Critical Success Factors

Critical success factors are the things that need to be in place in order for the change programme to be successful. If any one of these factors is not in place it will limit or diminish the success of the programme as a whole.

The critical success factors for the Change Programme are:



Leadership

We need strong aligned leadership and sponsorship to drive and embed the change in culture.



Commitment

We need commitment to stick with the programme and undertake reviews of end-to-end customer journeys.



Keeping an open mind

We will need services and service managers to have a positive mindset and be willing to participate in change.



Resources

We need agreement to invest in our people, their skills and the technology required to achieve the change needed.



Accountability

We all must be prepared to take responsibility for supporting the changes and delivering outcomes and benefits.



Collaboration

We must work together to ensure the best experience for our customers, our employees, and the Council.



Evidence based

We must make decisions based on data not anecdotes.

Change Programme The Risk of Doing Nothing

By not modernising and not managing change activities effectively, there are a number of risks the Council will be faced with. These include:

Unsustainable Finances

If we do not change, we will not achieve the savings required that are set out in the Medium-Term Financial Strategy. This will stop the Council becoming financially sustainable, our reserves will eventually become depleted and eventually, WDC will cease to exist.

Insufficient Resources

The Council needs to have sufficient capacity and resources to respond to growing and changing customer demand. We cannot simply throw more people at the problem, and instead must learn to make better use of the resources we already have.

Missed Opportunities

Whilst not widely appreciated, every Council is in competition for resources and investment. Failing to change will impact on our ability to complete, to attract funding, deliver programmes and take advantage of commercial opportunities.

Recruitment and Retention

The Council needs to modernise its services to ensure it continues to attract and retain talented people. Without investment and change, people will leave the organisation and it will become increasingly hard to replace them – particularly as financial constraints become more serious.

Future Limitations

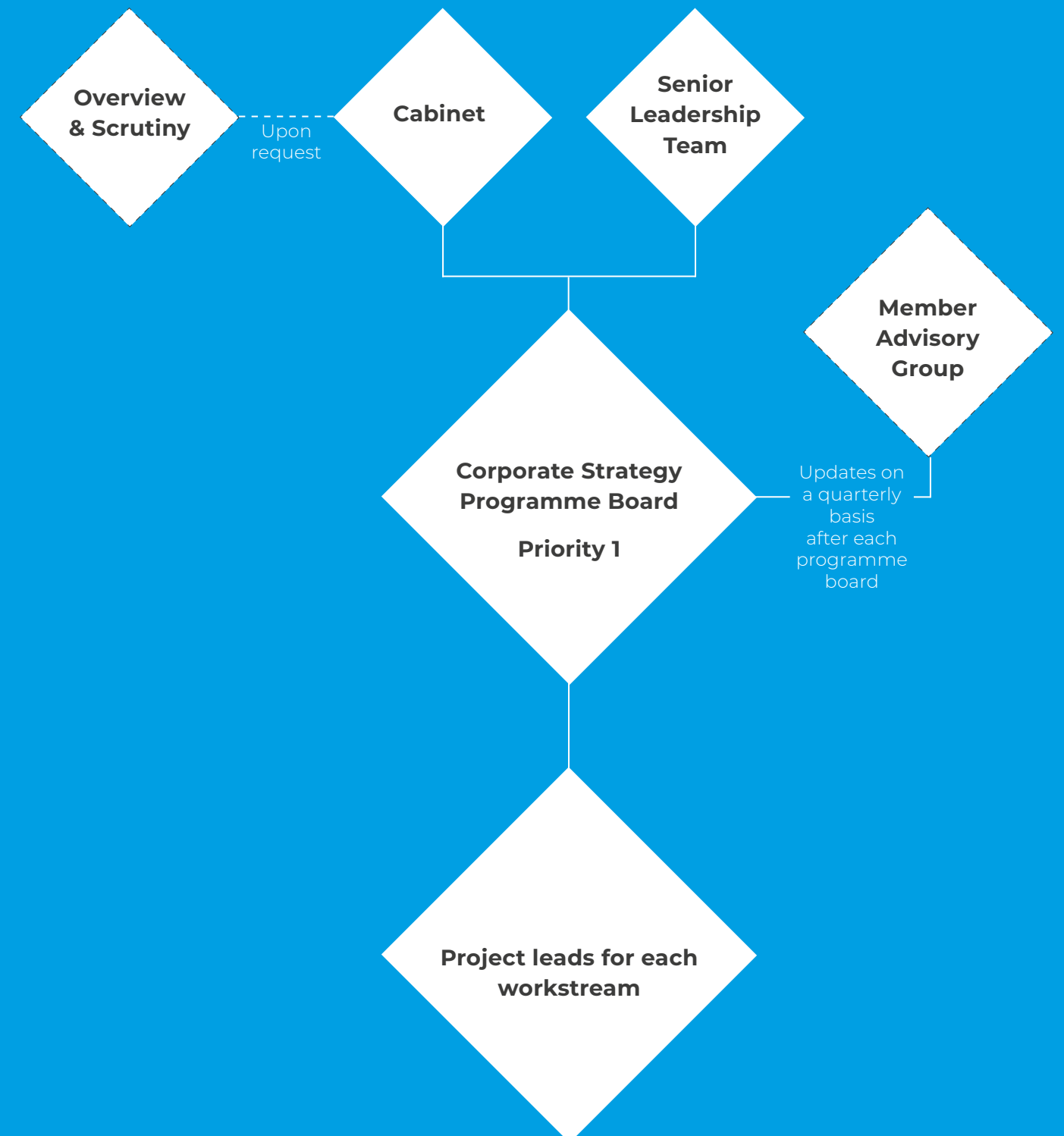
Failing to modernise will limit future opportunities for the Council to make savings or create capacity. In time, the only option left will be to cut services, which may meet the Council's financial needs, but will not support its vision or priorities.

Failing our customers

If we fail to change now, we will be failing our customers in the future. Piece by piece the quality of our services eventually falls, the breadth will decrease and our value to the community will eventually come into question. At that point, our future will be short-lived.

Programme Board & Governance

The Change Programme will report into the Programme Board for Priority 1 of the Council's Corporate Strategy.





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