

19th February 2015

REPORT OF THE LEADER OF THE COUNCIL & CHIEF EXECUTIVE

“CREATING OPPORTUNITIES FROM AN UNCERTAIN FUTURE”

(PROPOSED STRATEGIC & OPERATIONAL MODEL FOR
TAMWORTH BOROUGH COUNCIL)**EXEMPT INFORMATION**

Not Applicable

PURPOSE

To seek Cabinet approval to implement and communicate the Service Delivery & Operating Model as detailed in this report.

RECOMMENDATIONS**That subject to Council approval:**

- a) The model and implications be communicated to partners, stakeholders and staff;
- b) The processes and practices associated with the model be formally adopted;
- c) That the necessary adjustments to working practices be implemented and, where necessary, any new skills or training be incorporated into the Council's Organisation Development and Training Plans; and
- d) Service Delivery and Performance Management policies be revised to reflect the new model.

EXECUTIVE SUMMARY

This report seeks to respond to a number of drivers and challenges that directly affect the Council's ability to sustain service delivery and operation in its current form.

Key amongst these are:

- i) **Continued uncertainty relating to the future funding of Local Government;**
- ii) **Existing and planned reductions in funding for Local Government (an anticipated continuance of 'austerity measures');**
- iii) **Constraints upon the Council to increase income from Government incentive schemes; and similar constraints upon the Council's ability to achieve the high value efficiencies going forward;**
- iv) **An unprecedented increase in demand for both direct and indirect services in the period corresponding with imposed austerity.**

In simple terms, the coincidental increase in demand with the reduction of government funding will result in a financial deficit in 2017 unless one or both of these issues are addressed.

The organisational change programmes, efficiency drives and the work streams within the Sustainability Strategy represent a '**reactive**' response to reduced income. Whilst these will continue, it will not be sufficient to off-set the forecast deficit. Other than lobbying

government via the LGA, local MPs and other organisations, it is unlikely that change can be effected given recent statements in relation to continued austerity.

However; by developing the recommended **Demand Management** operating model, the organisation has the means to wrestle back some control of its capacity, sustainability and ultimately, its destiny. Again, in simple terms, it provides the means by which to take a **'proactive'** approach to reducing the deficit.

Notwithstanding the best endeavours of the Executive Management Team (Cabinet Members & CMT) to increase efficiency, reduce costs and meet demand via the robust delivery of the **Sustainability Strategy**, the consequences of the four key challenges above have prompted the need for a more fundamental review of how the Council operates going forward, with a clear and sharper focus upon Demand Management.

At the Council meeting of 26th November, 2014 the Leader of the Council moved the following motion:

“That the Leader of the Council and Chief Executive meet to create a report to be shared with all members defining the direction and nature of operation to be adopted by the Council going forward to ensure that the vulnerable are our priority”.

This motion acted as an accelerant to the piece of work already in train that was in response to the final **Peer Review** recommendation that the Council “clearly define” and articulate the operating model it intends to adopt going forward.

Members are advised that the proposed model set out in this report has been developed and informed by both the current and forecast fiscal positions, the economic backdrop and potential changes to local and central government relationships arising from the national Growth & Prosperity agenda; devolution/decentralisation; local developments around integrated and locality commissioning and, perhaps most significantly, the needs and aspirations of local people and in particular, those most vulnerable.

In essence therefore, this report is the product of a systematic assessment of local needs/ demands and aspirations and this organisation’s ability and capacity to sustain services and functions to meet said demands either as an entity; strategic partner; commissioner; stakeholder or combination thereof. It builds upon the successful implementation of the four previous change/transformation programmes and provides an opportunity to understand and subsequently manage local demand.

For the purpose of benchmarking and/or baseline comparisons the proposed model and framework has been assessed against a recognised range of options across the sector and as detailed in the **Localis/Capita Symonds** national report: **“A New Future for Local Public Sector in Service Delivery”**. **Other sources of reference are listed under “Background Information”**.

The attached report represents the outcome of a comprehensive and far reaching assessment of this Council’s capacity, ability, potential and commitment and as such, is one of the key influences on the future of Tamworth Borough Council.

The starting point and primary focus is this Council’s commitment to improving outcomes for ‘people’, ‘place’ and ‘organisation’ against the three strategic themes common to all partner organisations and stakeholders across all tiers of the sector and beyond:

- **Regeneration, Growth & Prosperity**
- **Healthier, more confident communities**
- **Safer, more resilient communities**

These in turn translate into the Council’s strategic plans and intentions and form the basis of the Corporate and Local Plans, the Sustainability Strategy and the MTFs.

The report has been constructed so as to guide the readers and decision makers through the transformation journey and the rationale for each phase.

Appendix A provides a detailed yet essential commentary setting out the organisational changes to date that have provided a secure foundation for the model.

Appendix B is dedicated to setting out how the proposed operating model will a) advance the transformation agenda, and b) support the overarching objective that the organisation operates in a **Demand Led, Outcome Focused, Resource Efficient and Sustainable** manner.

OPTIONS CONSIDERED

Having determined that the delivery of the Sustainability Strategy outcomes will not be sufficient to meet the financial deficit facing the Council from 2018, it was necessary to seek a complementary transformational option capable of generating high value efficiencies.

RESOURCE IMPLICATIONS

There are none arising directly from this report. Reference to the financial case are set out in Appendix B (Conclusions & Next Steps).

LEGAL/RISK IMPLICATIONS BACKGROUND

There are none arising directly from this report.

SUSTAINABILITY IMPLICATIONS

The recommendations if accepted will serve to align the adopted operating model with all other strategic, financial and sustainability plans.

BACKGROUND INFORMATION

REPORT AUTHOR

Anthony E. Goodwin
Chief Executive & Executive Director
Community Services

LIST OF BACKGROUND PAPERS

A New Future for New Public Sector – Capita Symonds
“Managing Demand : Building Public Services” – RSA
“Managing Customer Demand” – LGA
“Taking Stock” - LGA

APPENDICES

Appendix 1 – Main Report
Creating Opportunities from an Uncertain Future (Proposed
Strategic & Operational Working Model for Tamworth Borough Council)

1.1 Introduction to the Proposition

Working at a political and executive level in Local Government currently can be alternatively disheartening and exhilarating. Disheartening because local government is facing its greatest ever financial, operational and strategic challenges for decades; and exhilarating for precisely the same reasons. Local government has taken more than its fair share of funding reductions. Since 2010 the real term impact upon Tamworth Borough Council equates to a 45% budget reduction. At the same time, the Council is also faced with rising demands for many of its services and, whilst not a direct provider, the inexorable rise in the cost of social care alongside the current baby boom and the resulting pressures on resources such as housing and public health will have a profound impact upon sustaining services.

However; the often clichéd phrase “with challenges come opportunities” is appropriate in this context. More specifically, opportunities to think afresh about what the role of local government is, and how it can be realised. Opening up public service provision alongside a drive to decentralise and devolve powers and responsibilities away from Whitehall, local government clearly has an appetite and the aptitude to respond positively.

Tamworth Borough Council has, over the last three years, positioned itself well to be able to convert some of these challenges into real opportunities. It is no longer a monolithic, top down provider of remote, one-size-fits-all services as often characterised by the media. In fact, the Council has a track record of devising and implementing models of responsive services that offer value for money and clear alternatives to many traditional in-house services.

From a strategic perspective, the Council has also responded well to the pressing need to promote and encourage local economic growth, meet current and forecast housing needs and to transform the way that public services are delivered. Working with a variety of partners from across public, private and third sectors, Tamworth Borough Council is in the process of transforming from being a **service provider** to a **service specifier/commissioner** and from a **problem solver** to a **problem preventor**. Whatever the model, it must be defined, communicated and understood.

This report captures the progress to date in relation to the Council’s “transformation journey” not simply in terms of milestones but also the impact and outcomes arising from each stage. It will then clarify the current position before seeking to articulate the strategic and operational working model for which Member approval is sought.

2.1 The Transformation Process to Date

Planned organisational change implemented in a phased approach focusing upon predetermined management functions have provided the foundation necessary for the final phase to be implemented subject to Members approval. Four fundamental transformation initiatives have been designed, developed and implemented over the past three years. The fifth and most significant will enable the Council to meet its stated intentions, better manage its resources and capacity and remain a sustainable entity capable of supporting people, place and most importantly, those most vulnerable.

The first of these and by far the most telling has been the incremental shift away from the “command and control”, top down management style and culture to one of a fully empowered organisation with clear lines of responsibility and accountability. This resulted in a number of tangible and intangible improvements at a time when local government was the whipping post for DCLG. Staff felt trusted and valued, able to make decisions and take managed risks without fear of blame. Performance

improved; staff became more proactive and decisive resulting in speedier resolutions and improved customer satisfaction.

Operating within a governance and accountability framework that ensured compliance with all relevant legal, financial, policy and constitutional obligations, the new organisation culture led to a more outcome focused, customer driven and efficient way of working that too was recognised in the Peer Challenge.

In order to support this approach, it was necessary to review and revise the various systems, processes and practices to reflect speedier decision making, strip out the waste from our business processes, improve customer access and experiences and devise more efficient working practices. Using the “**Vanguard**” model of business process re-engineering the Council not only improved performance but made significant cash savings too.

The third area that formed part of the transformation plan is that of strategic partnering and collaborative working. Built upon the proven track record of success that dated back over a decade to the establishment of the Community Safety Partnership, the Tamworth Strategic Partnership and the cross boundary Southern Staffordshire Partnership the scale, scope and significance of collaborative working has been actively promoted and developed resulting in Tamworth being acknowledged nationally as an exemplar of best practice.

It is not just the number of partnerships that has grown but more importantly, this Council's sphere of influence and status as an organisation with whom to do business. Ten years on, the Council has board membership of the GBSLEP, the Staffordshire Health & Wellbeing Board and the CCG. Politicians hold executive roles relating to Growth and Regeneration; Skills and Education; Health & Wellbeing etc. Council officers hold strategic leadership roles in Health, Safeguarding, Housing, Regeneration and government initiatives like Locality Working and Troubled Families. Key areas that were again acknowledged in the Peer Review report of 2014.

The fourth, most recent and perhaps least obvious transformation phase relates to the ground breaking work the Council has led on in developing and implementing **Locality Based Commissioning**. In less than 12 months the Council has advanced from a concept born from a challenge – “What can district and borough councils do to help deliver health & welling outcomes?” The response and related proposition are documented elsewhere (**Achieving Strategic Outcomes Through Locality Based Commissioning [A.E. Goodwin – Staffordshire HWBB] 2014**) however; the recommendations have been used to establish a fully functioning locality based commissioning board, with a dedicated governance and performance management structure and a resource base exceeding £500k. These now exist in 7 of the 8 districts within Staffordshire.

This phase is critical in it's role as a means of commissioning services to achieve agreed outcomes, not just as an organisation but as a partner using shared resources in a targeted manner to achieve shared outcomes agreed on the basis of evidence – the alignment of supply to demand.

Coinciding with the implementation of the aforementioned phases has been the evolving ways in which we and our strategic partners collect, collate and utilise data, customer insight and intelligence. More a “quiet revolution” than an initiative, multi-agency knowledge management will be key to underpinning **demand management**.

To conclude, the proposition and supporting recommendations that Tamworth Borough Council adopts and implements an integrated **Demand Management Operating Model** takes full advantage of the foundation already in place; acknowledges the need to articulate and communicate the model to staff, members, partners and the public; recognises the known and potential benefits and opportunities

emerging from the “digital revolution”. Perhaps most importantly, the most sobering factor is that this proposition is the one most capable of managing the ever increasing demands and expectations of our citizens at a time when our resources and capacity reduces.

The one thing that local government can be sure of is “**continued uncertainty**”. The executive is of the opinion that where possible and through our policies, processes and performance, this Council should provide as much certainty and reassurance to its communities as is possible. This can be achieved by effecting control of demand, and aligning ‘supply’ accordingly.

3.1 **Current Position – Sustainability Strategy**

Over the period **2008 to 2014** the Council has explored a diverse range of service delivery models as set out in the work streams that comprise the **Sustainability Strategy**. In essence, these work streams involved the application of a range of mechanisms all of which would deliver either increased effectiveness, more efficient services or outright savings. The outcomes set out within the strategy then became the performance measures linked to the efficiency targets within the Medium Term Financial Strategy (MTFS).

Ultimately, the Council engaged in a number of service delivery options all of which resulted in significant contributions towards the savings targets set out in the MTFS. These included:

- | | | |
|----|--------------------------|--|
| a) | Commissioning - | Public and Voluntary sector commissioning framework now in place |
| b) | Joint-Working - | A co-located, multi-agency Community Safety Hub is fully operational |
| c) | Shared Services - | Operating across a range of services primarily with LDC eg., Waste Collection & Recycling; Economic Development; Audit |
| d) | Outsourcing - | Major procurements leading to contracts for Building and Housing repairs |

Other options considered but not yet developed to the same extent include:

- **Joint Venture**
- **Special Purpose Vehicle**
- **Mutuals/C.I.Cs**

As a consequence of this innovation and the organisational culture based upon managed risk and empowerment, the Council is acknowledged as the most advanced in respect of integrated and collaborative working; the value of this will become clear as the framework for the new model emerges.

The Councils current operating model centres around an efficiency drive (**Sustainability Strategy**) supported by a three year financial plan to deliver services. Whilst the outputs suggest that the Council is either a “**Hybrid**” or “**Catalyst**” model, it still relies heavily upon strong directors working with politicians for the corporate good. This has the unintended consequence of creating “**silos**” working through front, middle and back office functions. In the current environment and in the light of the fiscal and capacity challenges, this is neither efficient, affordable or sustainable.

Whilst the work streams set out in the **Sustainability Strategy** remain a work in progress, it is now clear that this measure in isolation will not generate the efficiencies necessary to meet the financial deficit from 2017 onwards. Equally clear is the fact such strategies focus upon **efficiencies** and do little if anything to answer the long term **demands** of a changing society. There is a genuine risk of demand

overwhelming public agencies if demand per se is not addressed.

In conclusion, the strategies adopted to date have led to much needed service improvement, a more effective and outcome focused organisation and high value efficiencies that have enabled a balanced general fund budget until 2017. However; the time to address demand is now. This report sets out how the adoption of a **Demand Management** model can help to enable and shift the relationships between the public sector, the state and of course, the public.

4.1 **Defining & Designing the Model**

As alluded to earlier in this report, the foundation upon which the proposed delivery model would stand was formed of the successful outcomes arising from planned transformation programmes. When designing the model, it was also evident that considerable progress had been made or was planned that would help expedite the move or “shift” towards a demand management model.

Based upon the reality that no organisation, public or private, could remain as it is today by reducing its resource base by over 40% at a time when demand is increasing. Whatever is left, by anyone’s logic, cannot support the same model of delivery. A reliance upon income from business rate growth or asset disposal is not sustainable therefore, change is essential.

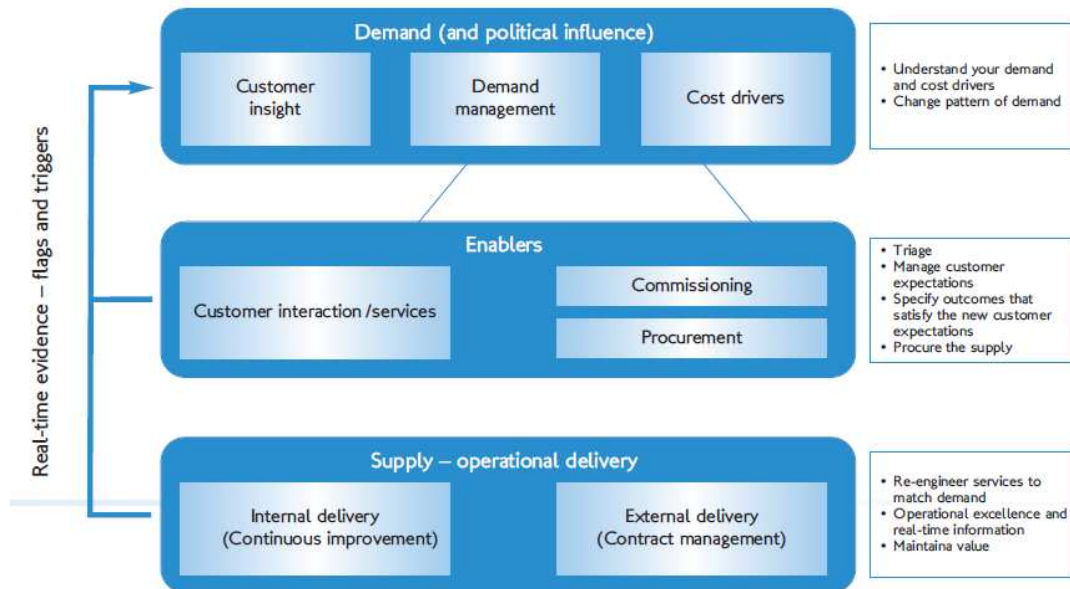
In order to support the design of the model within a demand management framework, the following “guiding principles” have been developed:

Guiding Principles

- **The Council has a strong foundation to build upon based on the phased transformation to date;**
- **As with all strategic/operational change, it must be led politically and form part of the vision;**
- **Operating models cannot be rigid they need space to self-evolve (ref Appendix A paragraph 2.11);**
- **Understanding and managing DEMAND can lift the lid on large scale efficiencies (particularly on partnerships);**
- **Local government can lead locality based delivery as only it has the local democratic mandate;**
- **Ultimately, we need to look at whole system, whole place design; and**
- **A four year planning cycle is key to enabling the requisite change to occur or take effect.**

The need for these to be underpinned by strong political and executive leadership is critical as is a vision of what success looks like and, sufficient time to achieve it. Of equal significance is the need to ensure that the organisation has the skills and competencies necessary to manage the transformation and implement the model. This will include elected members, employees, our partners and of course, the communities we serve. Consequently, a robust training and skills matrix and an internal and external communications plan will be developed in parallel with the implementation plan. These all represent component parts to the model framework. We now need to understand how and why a **Demand Management Model** is the recommendation.

Figure 1



4.2 Demand Management

Neither the application of demand management principles and techniques nor the adoption of demand management operating models are new to the public sector however; it is comparatively new in the form it is recommended in this instance; organisation-wide. There are several well documented initiatives across the sector but primarily associated with the NHS, Education and of course, social services. I say 'of course' because both Members and Officers will be aware that the successes associated with the “**Troubled Families**” national initiative have been based upon demand management principles. Locally the **Building Resilient Families & Communities (BRFC)** initiative has been held up as best practice (**the Staffordshire Partnership**) within which, Tamworth has been the top performing district as evidenced by the Payment By Results (PBR) receipts.

So what is “demand management?” There are several definitions ranging from those suggesting it is a science to mine; which argues it is a series of simple functions which, when taken together, conflate to represent a way of working – a “delivery model”. The specific model recommended in this report is predicated on the need for the Council and its strategic partners to be proactive in understanding and meeting customer needs. By better understanding these complex needs, the partnership gains a much sharper knowledge of the real drivers of demand which in turn places them in a position to better align supply to demand thereby raising the potential for long term efficiencies and not just cost shaving.

- **Customer Focus:** Through the collation of information gathered through customer engagement, insight, data sets and sector intelligence, the evidence needed to redesign services in a targeted manner will be clear.

We will:

- Understand their lifestyles, circumstances and challenges and the drivers of their behaviours, choices and key decisions.
- Understand their history and experiences of public services; successes and failures.
- Have the knowledge available to align supply to demand at an individual, family, cohort and 'group' level.
- Have the ability to re-design services collaboratively with our partners and our customers.

- Empower customers to become independent, less reliant and thereby, reduce/avoid demand.
 - Adopt intervention/prevention policies to further reduce/avoid demand.
 - Be in a position to target our joint resources accurately on those in greatest need ie., **meet the needs of those most vulnerable in our communities.**
- **Service Re-design:** Utilising the same insight and intelligence, it will be possible to target resources accurately and timely thereby reducing failure and duplication. In order to re-design services, it is as important to understand demand as it is to understand the customer. Examples include:
 - **Failure Demand** – is demand rising as a result of service failure or poor design?
 - **Avoidable Demand** – is this as a direct consequence of behaviours?
 - **Excess Demand** – has the sector provided too much and created a dependency? Are the public accessing/receiving services they do not need? (Need –v- Want)
 - **Preventable Demand** – are services being continued for political/altruistic or other reasons? eg., too difficult to cease or decommission
 - **Co-dependent Demand** – has demand been created unintentionally by the actions of other services or partners?

In simple terms, demand management is about how we use the outputs from **customer focus** to identify the reasons why current supply is not aligned with demand (**demand failure**) and then using the principles of collaborative **service-redesign** make the necessary alignments. Then, subject to the specific demand, apply the same collaborative approach to either **customer support – service delivery – commissioning** each of which will focus upon customer satisfaction; demand reduction/avoidance and organisational and financial efficiency.

So, taking what has been described as a range of simple functions, all of which have been articulated in some detail in the report, the model takes shape. Below is a summary of these “functions” and overleaf is a flow chart indicating how they conflate to form the model.

- i **COMMUNITY LEADERSHIP** - This relates to the need for strong political leadership and for all members, particularly back benchers, to utilise their skills of engagement, communication and persuasion to form relationships with communities.
“If communities are to take more responsibility then their elected representatives must lead the way”.
- ii **BUILDING INSIGHT** - This involves the application of effective community engagement and the use of technology to create deep insight to the needs, behaviours and decisions of our customers.
- iii **CHANGING BEHAVIOUR** – ‘Nudge’ strategies, channel shifting – self help are just some of the mechanisms that can and will be deployed to better align ‘supply’ with demand. The organisation must now accept that it can no longer provide a full suite of services for everyone.
- iv **CHANGING THE SYSTEM** – This Is about scaling up isolated, service based practice – we need to think about the ‘whole system’ and the ‘whole place’. Our successes in collaborative working has provided the bedrock for locality based commissioning which will be key to the intervention/ prevention

agenda. Language must change too!

“We don’t talk about demographic change; we talk about helping their neighbours”.

- v **CREATING SHARED VALUE** – The opportunity to view demand management and growth as two sides of the same coin. The strategic partnership must get better at engaging with local businesses about social responsibility, shared value and growth using local networks and both LEPs. We can improve our efforts to support productive communities through procurement and commissioning.
- vi **BUILDING COMMUNITY RESILIENCE** – Put simply; helping communities to help themselves. Involving them in creating solutions to local problems and where appropriate, service re-design.

Figure 2



5.1 Conclusions & Next Steps

Summary Conclusions

Tamworth Borough Council has an evidence based track record of innovation, proactive strategic planning and outcome delivery when it comes to its response to the global recession, consequent austerity measures and the direct implications to local government.

Over a seven year period, the Council has adopted a robust and often difficult and challenging approach to sustaining services. The achievements to date have been supported by strong political leadership and executive accountability.

A structured and collaborative efficiency drive has helped sustain the continuity of most service levels and standards simply by doing things differently:

- Waste Collection & Recycling
- Senior Management Reviews
- Integration of Services (Streetscene)
- Joint Working (Multi-Agency)

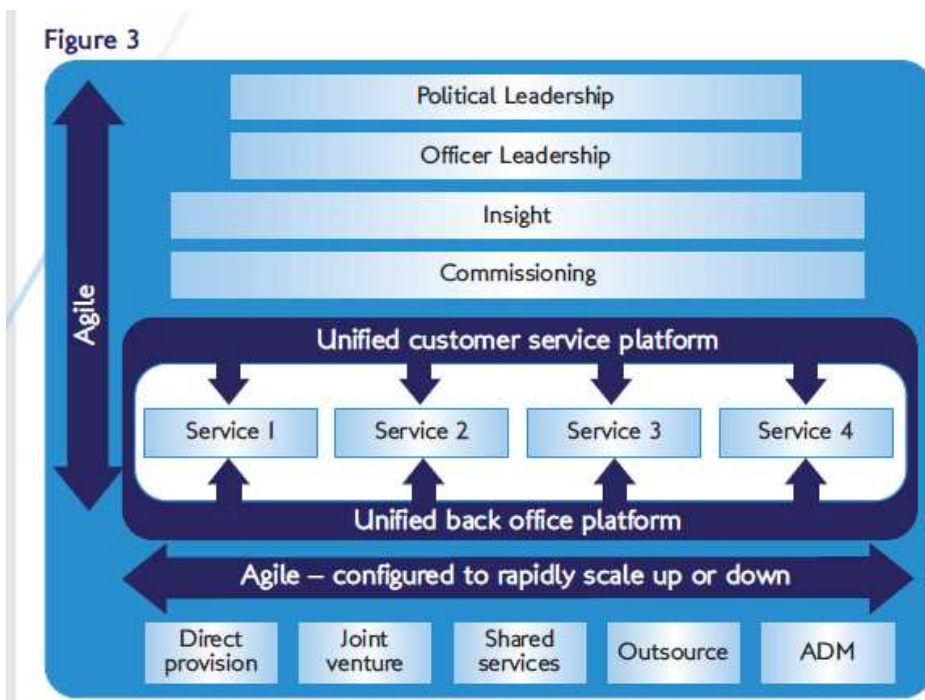
- Improved Procurement (including on line)
- Shared Services (ICT Bromsgrove)

These were all in place prior to the post recession austerity measures being imposed. Since that time, the Council has explored an even wider range of options to generate efficiencies:

- Senior Management Review
- Shared Services MoU with LDC
- Agile Working
- Locality Based Commissioning
- Pursuit of Growth & Regeneration Funds
- Better use of Assets
- and
- The Sustainability Strategy

It is now clear that the pressures upon local government caused by further planned reductions in grant and an unprecedented increase in demand for public services will collectively result in a forecast financial deficit in 2017 that put simply, the delivery of the **Sustainability Strategy** alone will not be sufficient to address it. The recommendation before Cabinet will, if approved, provide the Council with the opportunity to influence the one challenge within its powers, that of **managing demand**. Yes; we can lobby government in hope. Yes; we can manage demand with some control.

The most appropriate and achievable mechanism for delivering long term efficiencies of the scale required is through the application of demand management tools and approaches in addition to the continued delivery of the Sustainability Strategy, the MTFs and other initiatives.



Taking full advantage of the transformational changes delivered to date, the platform to achieve the Council's aspirations and meet the forecast fiscal challenges is now in place. This will:

- **Retain a strategic focus upon “One Tamworth” – the people and the place;**
- **Ensure that the needs of the most vulnerable are met as a priority;**
- **Generate long term efficiencies for ourselves and our partners;**
- **Significantly reduce current demand and intervene/prevent continued or increased demand;**
- **Prompt a review of the policy and process infrastructure to reflect the model.**

5.2 Financial Case:

As with most organisational changes, there will invariably be a need to enhance existing or develop new skills in advance of implementation. This section is dedicated to the identification of key aspects of Demand Management where this may well be the case.

- **Customer Insight Capacity (C.I.C.)**

This involves the use of current and future technology/digital tools to provide a continuous flow of rich intelligence of “citizens needs and behaviours” that informs decisions, specifications and outcomes. More importantly, it will translate this intelligence into effective Demand Management Plans that can and will alter demand flows.

- **Local/Macro Commissioning**

The means by which accurate specifications and outcomes are produced using the results from the C.I.C.

- **Single Unified Customer Service**

A fully integrated interface with all access channels to ensure a) first time resolution; b) the capture of all insight and intelligence; c) a high and consistent level of customer services; and d) improved customer satisfaction.

- **Unified Back Office Functions**

Centralised and integrated support functions that engender B2B relationships to support a “One Council” culture.

- **Service Alignment & Configuration**

A clearly defined role and function that identifies the strategic responsibilities and spheres of influence for each service, and operational functions that are organised around pathway, place and people to enable Demand Management.

- **Account Forensically**

This would enable a phased approach to evaluating all spend with outcomes/customer need using a robust evidence base.

- **Commercialise**

To ensure that non-statutory services endeavour to at least cover their cost by having a ‘market currency’.

- **Develop Next Generation Leaders**

An organisation development challenge designed to sustain a continuous

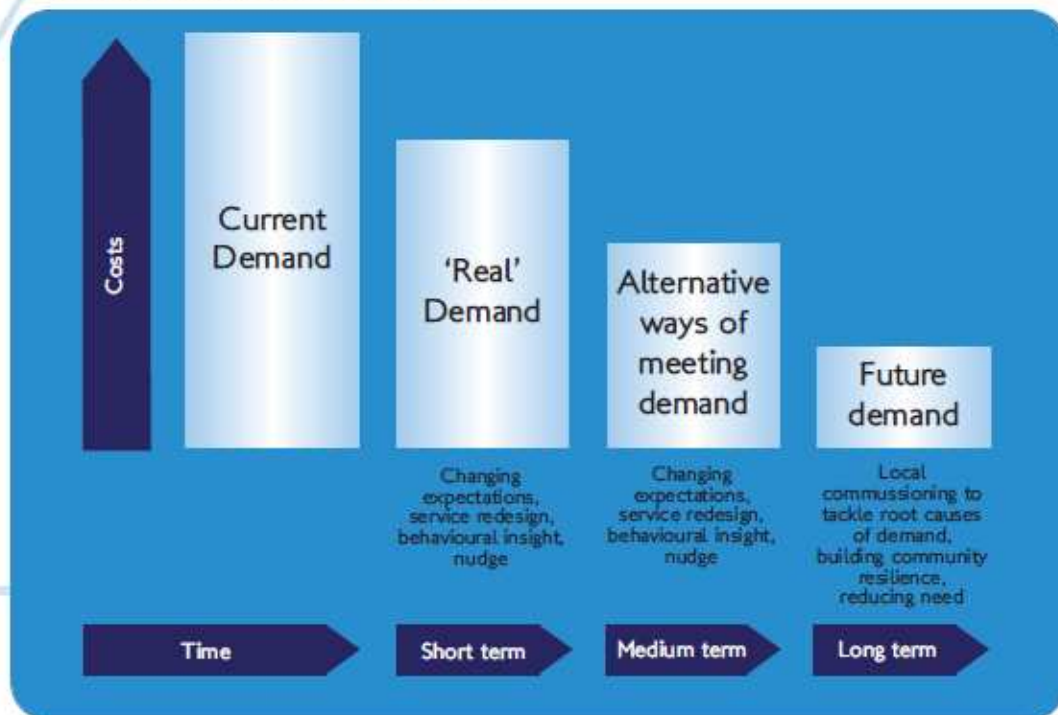
improvement approach to existing and new opportunities and capabilities and the application of tools and technology. Political Leadership should be developed alongside an executive and not in isolation – right approach- right message.

All of these combined will create a radically different and more sustainable organisation once connected to the four transformation phases already in place. Tamworth Borough Council will be better placed to embrace devolution, decentralisation and other centrally imposed change because it will be more efficient, more knowledgeable about people and place and their needs; more focused upon meeting demand and capable of delivering lower cost services.

As local authorities inevitably move away from directly providing services, towards the plurality of provision and a more sophisticated role in commissioning, the role of Councillors will change. Mechanisms will be jointly developed with political leaders to ensure that elected members are particularly back benchers, do not feel disengaged or disempowered.

Active engagement and political support for devolved powers and functions to communities is a classic example. Similarly, the opportunity to co-produce and commission services with County Members for the achievement of shared priorities will become real as Locality Based Commissioning takes effect. In essence, another opportunity arising from a challenge.

Figure 4
The financial case for demand management



5.3 Next Steps

That subject to Members approval, the following actions be undertaken and in doing so, the relevant Cabinet Member with Portfolio be briefed upon progress. That a further report setting out the details of the planned implementation and communication plans be submitted to Cabinet in April 2015.

- i That the CEO in conjunction with CMT and relevant Service Heads produce an Implementation Plan and associated Communications Plan

(Internal/External), and submit them to Cabinet in April 2015 for endorsement.

- ii) That a series of workshops be developed and hosted for the purpose of both articulating and communicating the Councils operating model. Audiences to include: **Elected Members; TBC Management & Staff; Tamworth Strategic Partnership (and other key partnerships); key stakeholders.**
- iii) That the Communications Team together with Housing, Community Development and other relevant staff develop a community engagement process designed to involve and influence community leaders/activists. (There is a major role for Ward councillors in this regard).
- iv) That the Directors of Transformation and Technology liaise on the development of a Customer Insight Strategy for the purpose of developing a sound knowledge base.
- v) That these actions be fully integrated into the Corporate, Business and Service Delivery planning processes as necessary. This to include the current Performance Management process and PDRs.
- vi) Regular updates, alerts and information prompts will be included within the Intranet and Pin Board as necessary.

..... and finally,

Demand Management should not be considered in isolation or as an end in itself. Whilst there are clear opportunities for “quick wins” eg., engaging customers; developing insight and intelligence gathering; improving customer access and using ‘plain english’; ultimately, it is about seeing demand in terms of the customer’s journey or pathway. Many of the ‘wicked issues’ require long term investments of time and innovation in order to achieve benefits that are both substantial and sustainable.

The ultimate test of demand management is whether customers view the changes as improvements for them or as cuts to their services.