



Case Study:
Wrexham County Borough Council:

Need for **Change** at Wrexham



Need for change at Wrexham

The need for change is keeping organisations in motion. Drivers of that change can either be external (i.e. Covid-19), internal (service redesign) or a relevant blend of both.

At Welsh Wrexham County Borough Council it was the latter. Improving (online) customer satisfaction and service levels led to a change programme to re-imagine the customer journey using technology. At the same time Covid-19 boosted the amount of remote/online service

requests, making Wrexham see where they could and should improve their processes.

The Modern Ways of Working Programme is a corporate programme with the objective of transforming the working practices by providing improved working environments and adopting new technology and digital solutions. All this is done to make the work more sustainable in the long term and challenging the culture around the way the council works.

The programme consists of five work streams: Working Environment, Technology, Digital, Well-Being & Sustainability and Culture & Leadership. Each of which have been worked on during the pandemic and have influenced the practices adopted by the workforce, in continuing to deliver services to the public of Wrexham.

Digital Transformation

The change programme, Modern Ways of Working, at Wrexham was supported top-down but driven by people who are working in the actual processes. This so called people driven change not only supports the acceptance of suggested changes, they also stem from day-to-day experiences both from internal staff as from the customers served.

IT is an important stakeholder, helping to make things work, however they formally sit outside the digital change programme. This empowers the non-IT stakeholders to assure their voices are heard whilst at the same time a solid cooperation with IT ensures implementation success.

This unique collaboration between IT and “the business” proved to be a key success factor.



Making change happen

To make the changes happen that are needed to improve their service, the council had a list of rules or criteria they needed to follow:

- **Question everything, including whether you actually need to do this!!**

When starting a transformation project you need to look at every part of the process, and discuss why it is there. Why are you doing it?

- **Get the right people in the room**

Projects like this require a team of people from different parts of the organisation. More importantly, those who drive the change need to be the ones that are actually part of the process. They'll know the process best.

- **Understand the customer journey**

Before you can start making changes, you need to first understand both your customer's needs and their journey. Otherwise, you might make the wrong changes.

- **The customer experience doesn't end with the web form – end to end redesign**

Improving the customer's experience doesn't mean to just improve the things the customer can see. You need to improve the process from end to end to really make lasting changes.

- **Evidence AS-IS/TO-BE costs and efficiency savings**

It is important to capture the metrics that the process maps provide and evidence potential efficiency savings (in both time and money) by adopting the redesigned process. This helps to ensure benefits realisation after the changes go live.

- **Don't just fit old processes around new technology**

When procuring new technology and software solutions there is often a tendency to build old processes in, rather than using this as an opportunity to radically change how we do things. This often results in digitising bad processes!

What made big changes happen?

Kay O'Flaherty, Head of Service Digital at Wrexham County Borough Council, explained what some of the actions were that the council took to ensure the biggest change.

It started with shifting the business they had with their suppliers to become a partnership. Collaboration with these partners on the challenges ahead made a key difference redesigning the services.

Secondly they focused on acquiring software that would make process redesign painless. They needed a platform that would offer the council the ability to discuss, map, analyse and improve the processes and services, together with the team. The council found Engage Process to be the best fit for this.

Lastly, and maybe the most important part, was that the council created teams who are passionate about service redesign and feel empowered to make change happen. This goes in line with the belief that the employees should be the biggest drivers of change.

The outcomes

After working on implementing the needed changes, the council managed to realise some positive results on both the business side as on the people side.

The outcomes on the business side include:



A removal of duplication and paper-based processes.



Managed to realise a reduction in costs, as well as an increase in revenue.

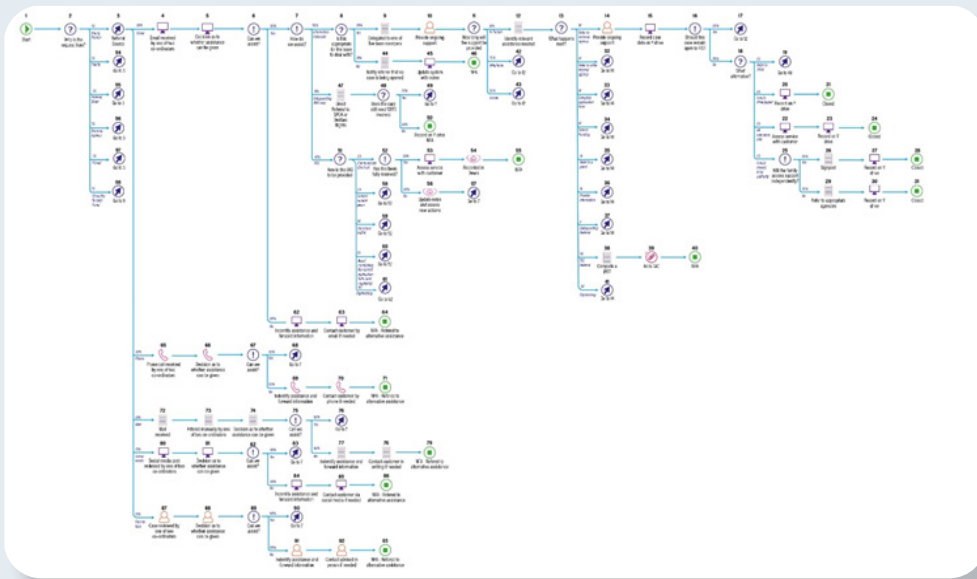


A reduction in failure demand.

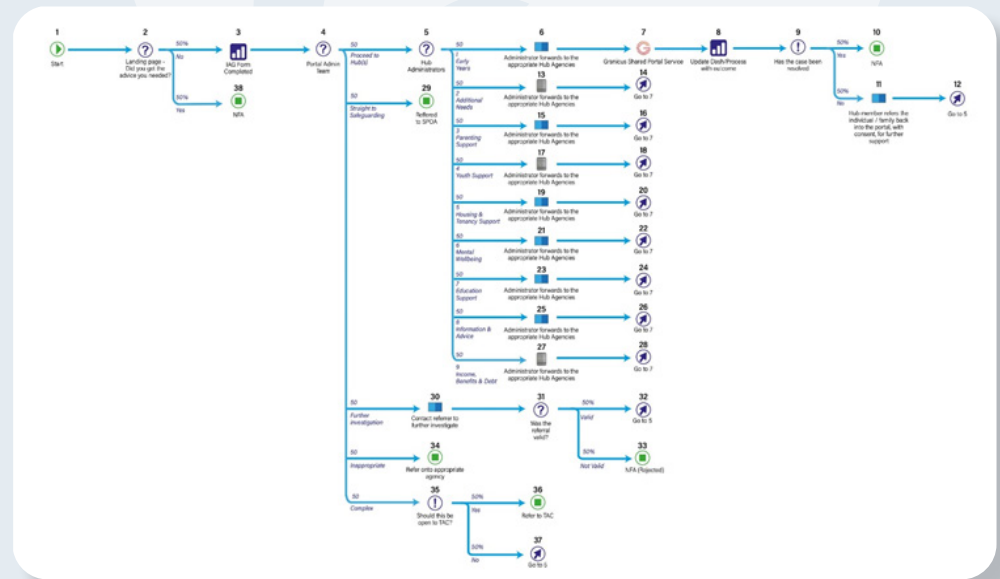
Here are two process maps that detail an ongoing piece of ambitious redesign within Social Care at the council. The first image illustrates the current process, which is very ad hoc and involves a paper trail and duplication of tasks.

The second image shows the redesigned processes where the paper trail and duplicate tasks have mostly been removed. The processes went from over 70 activities to about 25!

Before (70 activities) :



After (25 activities) :



On the people side, the council experienced that staff are feeling more empowered to make change happen. There was also dramatic rise in customer satisfaction, which was one of the main goals the council set out to accomplish.

That last one was measured in many different ways:



Reduction in unnecessary customer contact.



Reduction in telephone calls.



A rise in self-serve web transactions.



Social media feedback.



Qualitative analysis of corporate complaints.



Website satisfaction scores.



EngageProcess

About Engage Process

Engage Process offers an easy, highly effective way of mapping and analysing processes to drive improvements across your organisation. Designed to get your team involved in exploring, documenting and improving your processes. Engage Process is 100% SaaS, so you can be up and running in just one day.

It empowers staff to discuss, evaluate and improve processes together. Putting the employee first makes Engage Process a true “human centric” solution. This means proactively exploring and reimagining processes in real time, by the people who are actively working with these processes day-to-day. Processes create the foundation for management programmes such as cost savings, compliance, service (re) design, and digital transformation.

Over 300 organisations in the UK, Europe and North America use Engage Process on a daily basis. These include City of Edinburgh Council, Sedgemoor District Council and Cheltenham Borough Council.

Special thanks to: We are Lean and Agile

Wrexham County Borough Council started using our product thanks to our partner Andrew Sandford of We are Lean and Agile. We have written this case study to reflect on the collaboration and achievements to date.

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