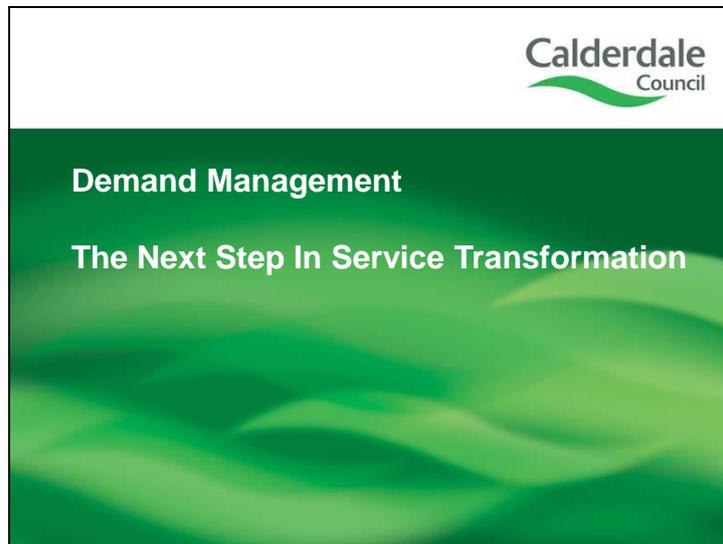


Slide 1



This presentation takes you through Calderdale Council's work in relation to Demand Management, why we think that it is important and what we are doing.

We are not saying that what we are doing will necessarily work for you.

It seems to be working for us, but it is early days.

Hopefully you will be able to pick up some good hints and tips that might be useful.



We first picked up the subject of Demand Management in 2012 when we realised that improving processes would not be enough to meet the challenges that the Council faced.

You may have seen the graphs of doom and we all know the challenges that Local Government face. Growing demand for services especially around Health & Social Care alongside lower financial resources.

Calderdale is no different.

We needed to look at what was causing the Demand for services.

We needed to see if somehow we could influence that demand.

We were keen to learn more about Demand Management and to try and understand what it meant to us.

We did a lot of research, read nudge, but what we found was quite surprising.

We found that it was a subject much talked about but there was very little evidence of impact.

Even now there is a lot of talk but a lot of people are still grappling with what it really means.

A lot of people were saying, we must better manage demand, but there were very few answers as to how you went about this. What approach should you use?

We also looked within Calderdale Council for answers and this is where we were really surprised with what we found.

Our first tip to you all, would be to look inside your own Councils. You may very well already be undertaking Demand Management initiatives that you are not aware of.

This is what we found.....



## Transforming Home to School Transport

The Access team are part of the Council's Children and Young People Directorate.

They help children and young people, particularly those with some form of special educational need, travel between home and school.

### **Why we needed a change**

Home to school transport had traditionally been provided by a fleet of Council owned mini buses.

Whilst providing a good quality of service the mini buses were expensive to operate and not as flexible as sometimes required.

The Access team listened to the children, young people and their parents and discovered that transport was one of the main inhibitors to attending college, having social outings or getting a job.

The Access team needed to find a way that allowed children to travel safely to and from school but also build confidence and independence.

## **Our solution**

The Access team designed and implemented an Independent Travel Scheme which helped children and young people learn how to travel using public transport rather than in a specialist minibus.

The scheme built independence and confidence, teaching skills that can be used every day.

## **Difference it made to the Council:**

The Council were able to cut down on the number of expensive specialist vehicles that they had to maintain, saving money.

The scheme improved the relationship between Council staff and families.

It reduced the Council's carbon footprint.

The team won a national safety award (the Suzy Lamplugh Trust) for the promotion of personal safety

**Independent Travel Training**

*"It helped me gain more experience and confidence.."*

*"It's more grown up...I will keep fit"*

*"I like travelling with my friends on the buses"*

*"As parents we were worried....but the travel team were professional and reassuring...when we saw him walking home on his first unaccompanied journey his face was beaming....we knew we had made the right decision"*



**Difference it made to local people:**

Some of the young people who received training are now progressing to other independent travel methods, for example, learning to drive.

The feedback was impressive

*"It helped me gain more experience and confidence.."*

*"It's more grown up...I will keep fit"*

*"I like travelling with my friends on the buses"*

*"As parents we were worried....but the travel team were professional and reassuring...when we saw him walking home on his first unaccompanied journey his face was beaming....we knew we had made the right decision"*

When we looked at this example in encapsulated so much that we wanted to achieve as a Council

It listened to our customers

It put our customers at the heart of the solution

It improved outcomes for the individual

It reduced future reliance of services through promoting greater independence

It cost less money

We also looked at how it had been achieved and we realised that the greatest change was not required by our customers but by us.

Instead of the Access Team encouraging reliance of mini buses they enabled independence

Instead of our escorts putting people on buses they trained and they supported.

The purpose is the same(getting kids to school) - the outcome is better

We changed, and as we did the expectations of those around us changed. Children, Parents, Carers, Teachers.

We wanted this challenge to be at the heart of our approach to Demand Management.

It's about us, our actions can create dependency or encourage independence.

So it's easy, we just get everyone who works in the Council to think and act differently!!!

Changes don't need to be massive - we need to nudge ourselves.



Tip number 2 would be - it starts at the top with clear leadership.

Our Council priorities have recently been revised under the heading of Building Ambition for Calderdale

A key priority is - Sustainability - Managing Demand and Investing for the Future.

A key enabler is Shaping Demand.

Demand Management has become a Council priority.

We have a clear message from the top (both Political and Managerial) that Demand Management is a priority subject.

We are supporting Politicians by providing tailored support to members because of the specific dynamic

- it's not about cutting services

- it's about meeting the challenges of public sector cuts and the changing demographic picture.

We report progress to our Corporate Leadership Team every 3 months - so it's high on the agenda.

Tip number 3 would be - it also starts with those delivering services. They need the skills and they need the support to better manage demand.

They need to be empowered so they can make the required changes.



To help support and empower colleagues we have created our own 3 hour long training course which teaches colleagues the basics of demand management

We teach 3 simple messages

Responsibility - getting others to share the load

Nudge - influencing a change in behaviour

Expectation - a more balanced relationship between us and the people of Calderdale

We use a mixture of external examples and real life Calderdale stories to teach the approach.

We have established our own internal accreditation process. Level 1 when you have been trained. Level 2 when you bring back an evidenced story of improvement.

Currently nearly 100 colleagues have been trained and have achieved Level 1 we are working to develop the first evidenced stories ready for Level 2 accreditation.

The Chief Executive will personally award Level 2 certificates, she already does this for our existing Lean Process Improvement Programme.

Tip number 4 would be that - it's about aligning it to your existing process improvement, performance management, customer profiling, MI, technical delivery - these will enable the delivery.

They are all complimentary.

Don't see Demand Management as a silver bullet solution or something that you can apply in isolation from you other improvement techniques.

You don't have to reinvent the wheel.



For us it is about teaching, empowering and supporting at every level but it is also about the bigger changes.

Our next step in transformation.

One example of this is the work currently underway on the new vision for Adults Health & Social Care in Calderdale

The Vision is one that uses every opportunity to prevent a person developing a dependency on Service Provision.

We are working to changing expectations about what the Council will and won't provide.

We are also working with the service to redesign the customer journey.

Every step of the journey is being designed to remove activities that encourage dependency, the entire system is designed to maximise opportunities for independence.

This is a massive change for Calderdale.

What we have found at Calderdale is that Demand Management is a techniques that can be applied at a number of different levels.

My last tip would be that it is not just about the big stuff. If you build the Demand Management approach into your everyday cycle of continuous improvement, you will be amazed at what can change.

A simple change on the wording of a letter or the structure of a form, can drastically reduce demand.

Slide 8

**Any Questions..**

**Innovate Calderdale**  
LATEST INNOVATIONS FROM CALDERDALE COUNCIL

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