

**Date released: 18<sup>th</sup> November 2023**

**Request: OIA-1298**

**Original LGOIMA Request:**

Please provide me with the research analysis that was completed to provide the foundation for the Transformation initiative. Please also provide me with the financial information detailing the costings of this \$4500000 expenditure.

**Official LGOIMA Response:**

Council Officers have reviewed your request and have provided the answers in extract below from the September Agenda which is already publicly available on our website.



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#### **4.3 APPROVAL OF TRANSFORMATION PROGRAMME PHASES 2 AND 3**

**Author:** Richard Maher, Transformation Programme Manager

**Authoriser:** Alex Parmley, Chief Executive

**Attachments:** 1. WDC Investment for Transformation - additional information

#### **RECOMMENDATIONS**

That Council:

1. Approves a new funding package of \$4.5m over 3 years (+/- 25% variance), via an internal loan, to enable the Transformation Programme to proceed, recognising the expected return on investment will repay the loan.
2. Approves the utilisation of carry forward funds as appropriate, to reduce the requirement for internal loan funding in subsequent years.
3. Approves the commitment of No Worse Off funds arising from the Three Waters Reform to reduce/eliminate the requirement for internal loan funding.

#### **DECISION OBJECTIVE**

To seek Council approval for the investment necessary for the Transformation Programme.

#### **SUMMARY**

Having completed phase 1 of our transformation, we have a clear understanding of the strengths and weaknesses of our organisation in its current state, we know what characteristics and attributes our organisation requires, and we have a vision of the type of organisation we need to become.

Council approved the mandate for change and the proposed approach, aspirations, and community benefits at its meeting on Tuesday 23 August 2022, and requested a decision report that includes detail on the investment sought for phases 2 and 3 of the Transformation Programme.

An investment is now being sought to enable the Transformation team to act on the essential change initiatives package that will ensure our Council is a leading, innovative Council, which can empower and deliver the best for our communities. Attachment 1 revisits our mandate for change, describes the benefits for our community, and provides additional information describing the nature of the investment required.

#### **DECISION-MAKING EXPECTATIONS**

Governance Decision-Making:	Council approves the investment required for phases 2 and 3 of the Transformation Programme.
Operational Decision-Making:	Officers will commence delivery of Phase 2 and prepare for Phase 3.
Communications	Media Releases – contributed to by officers and Elected Members

Media/public enquiries regarding governance decision-making topics above can be addressed by governance

Media/public enquiries regarding operational decision-making topics above can be addressed by officers

## SUMMARY OF DECISION-MAKING CRITERIA

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	Moderate	Environmental Considerations	No
Legal	No	Cultural Considerations	No
Significance	No	Social Considerations	No
Financial Criteria	Key	Economic Considerations	No
Community Views	Moderate	Community Board Views	No
Consultation	No	Publicity and Communication	No

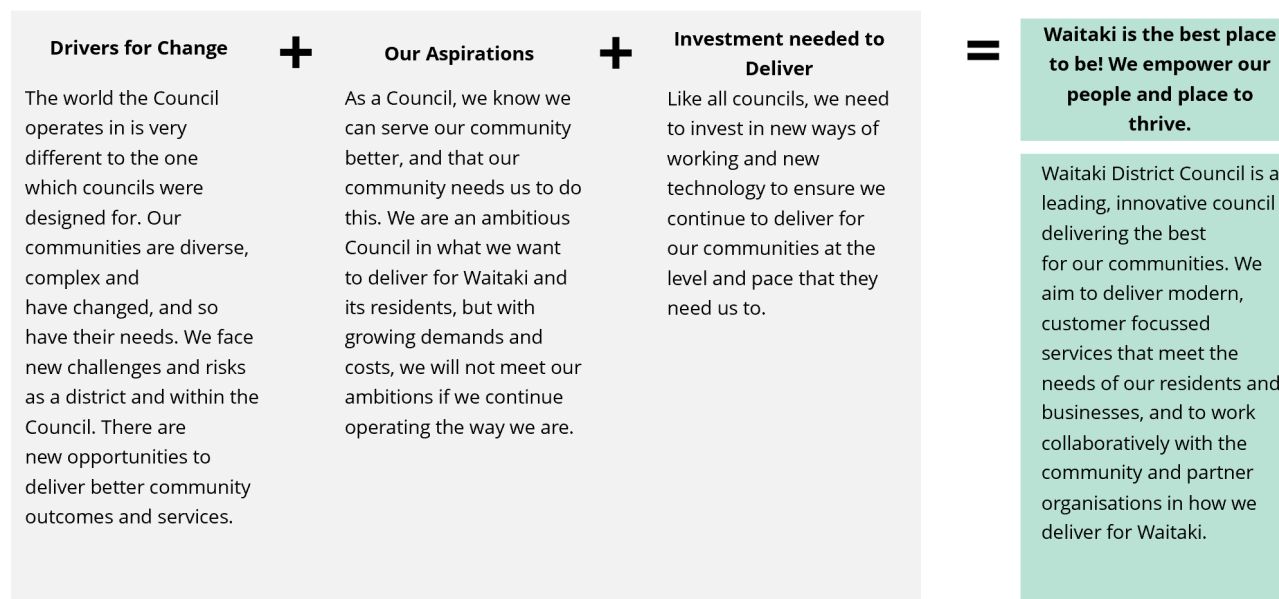
## BACKGROUND

### The Mandate for Change

The needs of our community are complex and continue to change, and the environment in which Council operates is also changing radically. Historically, Council would make gradual, incremental improvements in response. However, incremental improvement is insufficient to meet the needs and expectations of our community at this time. Transformational change is vital to ensure that Council can adapt to our new environment at the scale and pace that is required to best serve our community.

Council has a clear opportunity to change itself, before it is changed, thereby safeguarding localism, and maintaining control. The risk of not changing at pace, or not achieving the necessary scale of change, is the increased likelihood of achieving less for our community and seeing this compound over time as inefficiencies grow. Changing the way Council works has the potential to unlock entirely new ways of working with our local community to determine their, and our, future.

An investment is needed to transform Council into a new organisation, one that is better suited to its environment and able to achieve the aspirations of Council and of our community.



## Benefits Realisation Pathway

Our Transformation is made up of change initiatives, with each initiative delivering specific outputs that change Council. As such, each change initiative can be thought of as a project that can be planned and acted upon in accordance with an overall programme scheduled to deliver essential benefits to Council and community. The diagram (below) is intended to provide an overview of the relationships between each change initiative. To be effective, the Transformation Programme must be considered as a whole and package of measures that relate to each other. Only a small number of change initiatives can be implemented in isolation from the others and the benefits of the Transformation can only be realized through the implementation of the whole programme. This is not a programme schedule, as that has not yet been agreed.



At the centre of our Transformation is the overarching “Designing Council” initiative. As with most programmes, several initiatives can be delivered concurrently. However, some initiatives, such as the “Designing Council”, are done best when precedent initiatives are completed prior, as essential decisions are made in those preceding initiatives that are informative and essential to future designs.

Radiating from the centre are 19 other distinct initiatives with their own specific benefits. Many of these initiatives combine or interweave with others, to give a clearer picture of the overall change required. As initiatives are implemented, those changes will set the foundations to allow other connected initiatives to succeed and become embedded in the way Council works, empowering our staff to enable and better serve our community.

Any single pathway is single change; all the pathways is Transformation.

## Investment and Return on Investment

An investment is needed to enable the Transformation team to act on the essential change initiatives that will ensure our Council is a leading, innovative council, which can empower and deliver the best for our communities.

The Transformation Programme is a package of change initiatives that have been identified to create the future Council. For each change initiative, estimates of the costs and benefits has been gathered, and it is the sum of the costs for each initiative that comprise our overall cost estimates. Each initiative includes an estimation of the costs relating to human resources, software, training, contractors etc as they relate to operational and capital expenses.

Over a three-year horizon, we require a new funding package of \$4.5m (+/- 25% variance) to carry out transformation. We estimate the Programme will require approximately \$1.5m per year for the three-year period. Given the scale of works, this is a relatively small proportion of Council’s overall operating and capital spend. The Transformation Programme will assume responsibility for \$3.25m already committed to in the Long Term Plan that can be directly attributable to the change initiatives.



After three years, our return on investment is a continuing 18% of total funds invested. Real time savings achieved by the Transformation Programme can be utilised in several ways. For example, Council could consider some, or a combination, of the following:

- Repay the loan over an extended period.
- Make additional repayments to the internal loan.
- Reinvest the savings into new services or enhance existing services.
- Establish additional capacity to deliver the programme of capital works.
- Reduce the burden on Rates.

We have estimated the following financial benefits will be achieved:

- Risk reduction benefits – Reducing risk involves reducing the cost of re-work arising from errors, avoiding waste, improving decision-making, and avoiding costs of doing things wrong. Of the targeted 5% savings for this benefit (ie errors avoided), a small proportion of that can start to be banked during Phase 2, before a build-up to a 33% bankability (\$2.9m per annum of the 5% target) post-implementation.
- Efficiency benefits – These are applied to the Council's salary and wages operational baseline. Improving efficiency means improving productivity. The targeted 10% savings in this area equates to four hours per week (on average) per employee. Of the targeted savings for this benefit, a small proportion of that can start to be banked during Phase 2, before a build-up to a 50% bankability (\$1.5m per annum of the 10% target) post-implementation. Short-term efficiency gains mean redistribution on to value-add activities and transforming, rather than being fully banked.
- Staff turnover benefits – These are applied to the current cost of turnover to the Council. With recent attrition in the vicinity of 15-20% of staff per annum, this is understood to be approximately \$40k per employee who leaves, due to loss of productivity, and recruitment and onboarding costs. Of the targeted 20% savings for this benefit (ie avoid about five people per year leaving), a higher proportion of this can be banked earlier than other benefits, as staff see the positive effects of transformation and have the right tools and frameworks, affecting engagement levels and retention.
- Effectiveness benefits – These are applied to the Council's salary and wages operational baseline. Improving effectiveness means improving quality, adding value, doing things better, and in a timelier fashion, and stopping doing some things. The conservatively targeted 5% savings in this area is cognizant of any interdependency with efficiency benefits. Of the targeted savings for this benefit, a small proportion of that can start to be banked during Phase 2, before a build-up to a 33% bankability (\$0.75m per annum of the 5% target) post-implementation.

We anticipate non-financial benefits that extend far beyond the financial return on investment discussed above. Our efficiency and effectiveness will grant us headroom to tackle emerging challenges as they arise and provide us with the opportunity to provide new services where they are required. The value of our non-financial benefits, such as improved levels of customer service, is anticipated to be reflected in our resident satisfaction survey where we see measures such as reputation, satisfaction, and value for money reflected.

### **Transformation Phases**

The process of delivering transformational change within Council has been divided into three key phases being Phase 1 – the case for change, Phase 2 – detailed design and setting firm foundations, and Phase 3 – full scale implementation.

During Phase 2, we will establish the environment to support a successful programme of change, undertake a detailed design of our future organisation, and implement the baseline of the change initiatives.

Phase 3 will see the implementation of the remaining change initiatives to complete our Transformation Programme. This approach will enable Council to benefit from the Transformation sooner and will provide the whole team with the opportunity to refine our approach and change initiatives – minimising risk and costs, while maximising alignment with business needs.

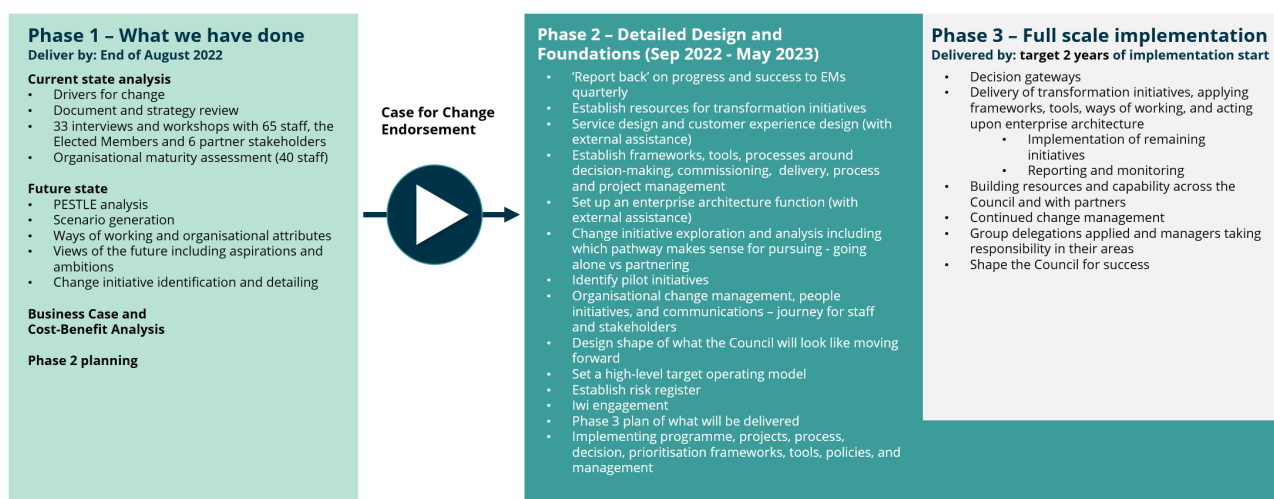
The Programme schedule will be established for Phases 2 and 3 during Phase 2. Where a change initiative is identified for delivery in Phase 2, these initiatives will be translated into specific projects and each project will have its own schedule. Where a change initiative is identified as belonging to Phase 3, these will also be refined and planned to improve our estimates. However, specific activities, such as procurement, where costs are precisely determined, will be completed later. As a result, the Programme can maintain agility and flexibility, to adjust work as required.

This approach aligns with agile project management methodology and enables better project delivery and benefits realisation. The Transformation Programme has the overall budget and mandate for change, and the Governance and stakeholders have the ability to “check and adjust” the programme as it delivers each initiative, and between each phase. This enables Council to manage the change, scaling up or down, as appropriate.

Project Status Reports for the Transformation Programme will be included in the quarterly updates to Elected Members by the Chief Executive. Through these reports, the progress of each initiative will be visible as the Programme delivers bundles of the change initiatives.

### Stage Gates and Progress Reporting

We are currently at a stage gate of approving the investment required to progress from Phase 1 to Phases 2 and 3. The purpose of a stage gate is to provide decision-makers with an opportunity to direct a project. Following the completion of Phase 2, another stage gate is available to direct the project prior to commencing Phase 3.



### **SUMMARY OF OPTIONS CONSIDERED**

**Option 1** – That Council confirms its intent and the earlier mandate to invest in the Transformation Programme by fully funding it. **(Recommended)**

**Option 2** – That Council declines to invest in the Transformation Programme by not fully funding it and accepts the status quo.

## ASSESSMENT OF PREFERRED OPTION

Our preferred option is for Council to confirm its intent and earlier mandate to invest in the Transformation Programme and agree to fully fund it. While incremental change has its place in maintaining a healthy organisation, our current and emerging operating environment is radically different, and this requires Council to change at scale and pace, ie to transform. Choosing to maintain the status quo will enable Council to continue incremental change, but the status quo will be unable to sustain transformation.

## CONCLUSION

Significant change is coming in the Local Government sector and Council has already agreed that it needs to transform into a more flexible and agile organisation. There are some things that we do well as a Council but there are many areas, as identified in the Discovery Phase of the Transformation Programme, where we are not serving ourselves and our community as well as we could or need to. To ensure that we control our future and build ourselves into a Council that will serve and add recognised value to our community, it is imperative that we transform.

An investment is needed to transform Council into this new organisation, one that is better suited to its environment and able to achieve the aspirations of Council and deliver benefits for our community. Our transformation must be at scale and pace commensurate with the scale of our ambitions and the changing world in which Council operates. Council has a clear opportunity to change itself, before it is changed, thereby safeguarding localism, and maintaining control.

## ADDITIONAL DECISION-MAKING CONSIDERATIONS

### Community Views

Media releases will be prepared to support this decision report and future reports, to ensure that our community is kept informed.

### Outcomes





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# Transformation

## A Case for Investment

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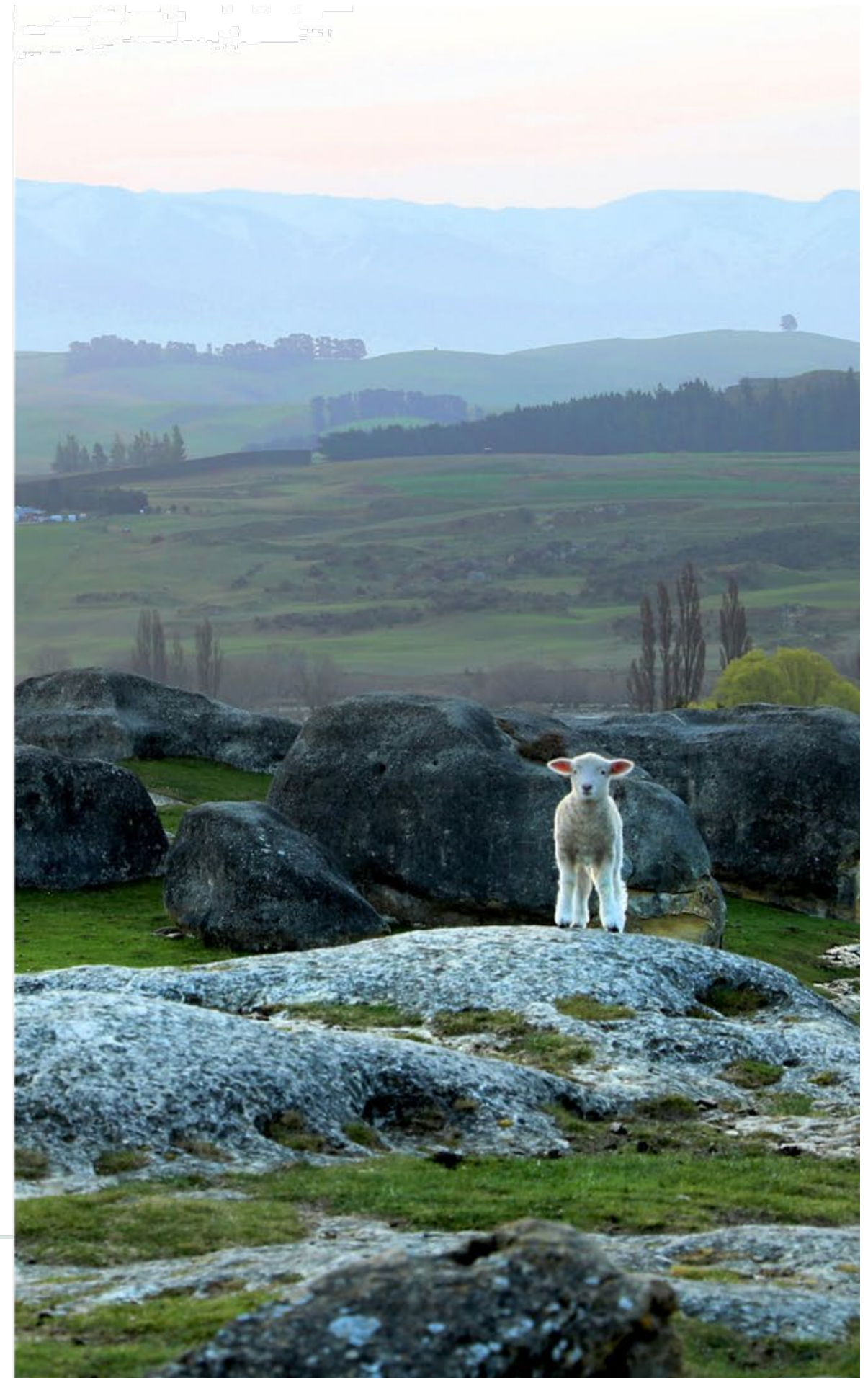
August 2022



# 1.0 The Case for Change

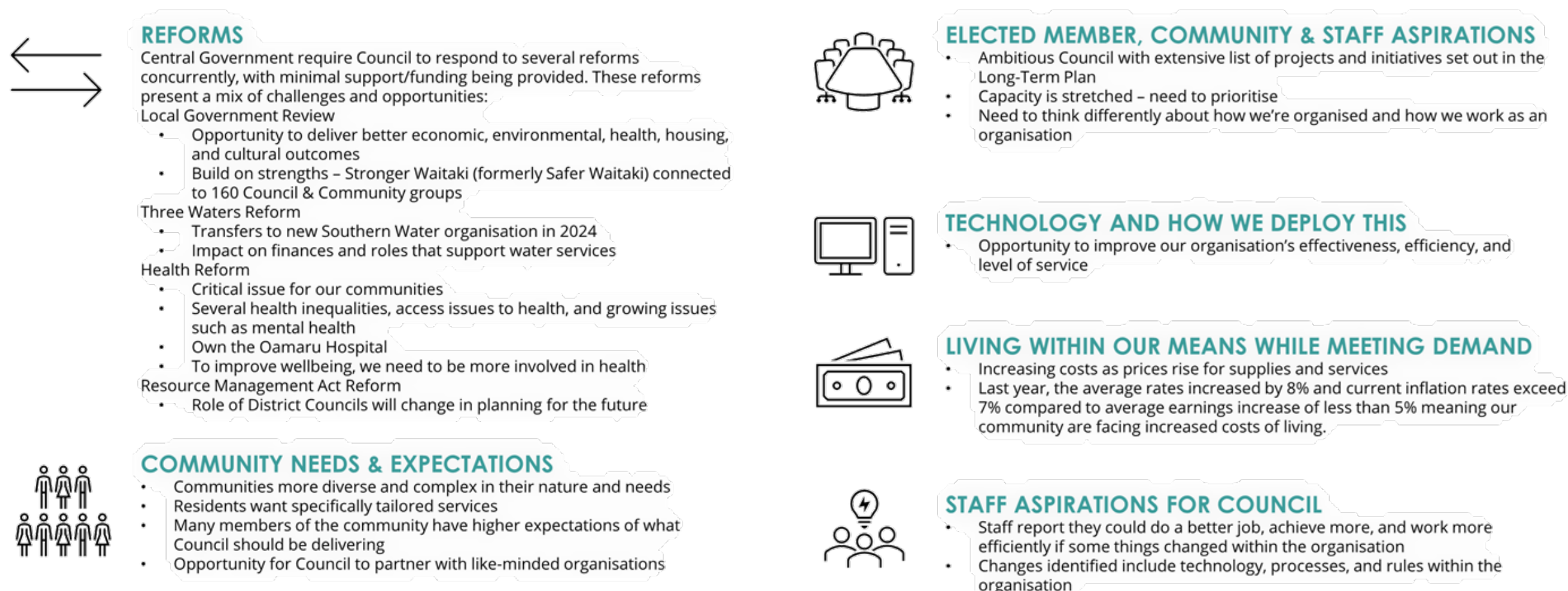
Waitaki District Council exists to benefit the district and its residents and improve quality of life and wellbeing. To do this successfully in the face of change, we must change. Our Transformation Programme sets out to deliver that change to ensure Waitaki District Council is a leading, innovative council delivering the best for our communities.

WDC Transformation  
Case for Change



# Drivers for Change

Our detailed analysis identified six primary drivers of change, and these underpin the need to transform the organisation and become future ready. Maintaining the status-quo is unsustainable as Council needs to adapt to a new operating environment and evolving community needs.





# Organisational Maturity Assessment

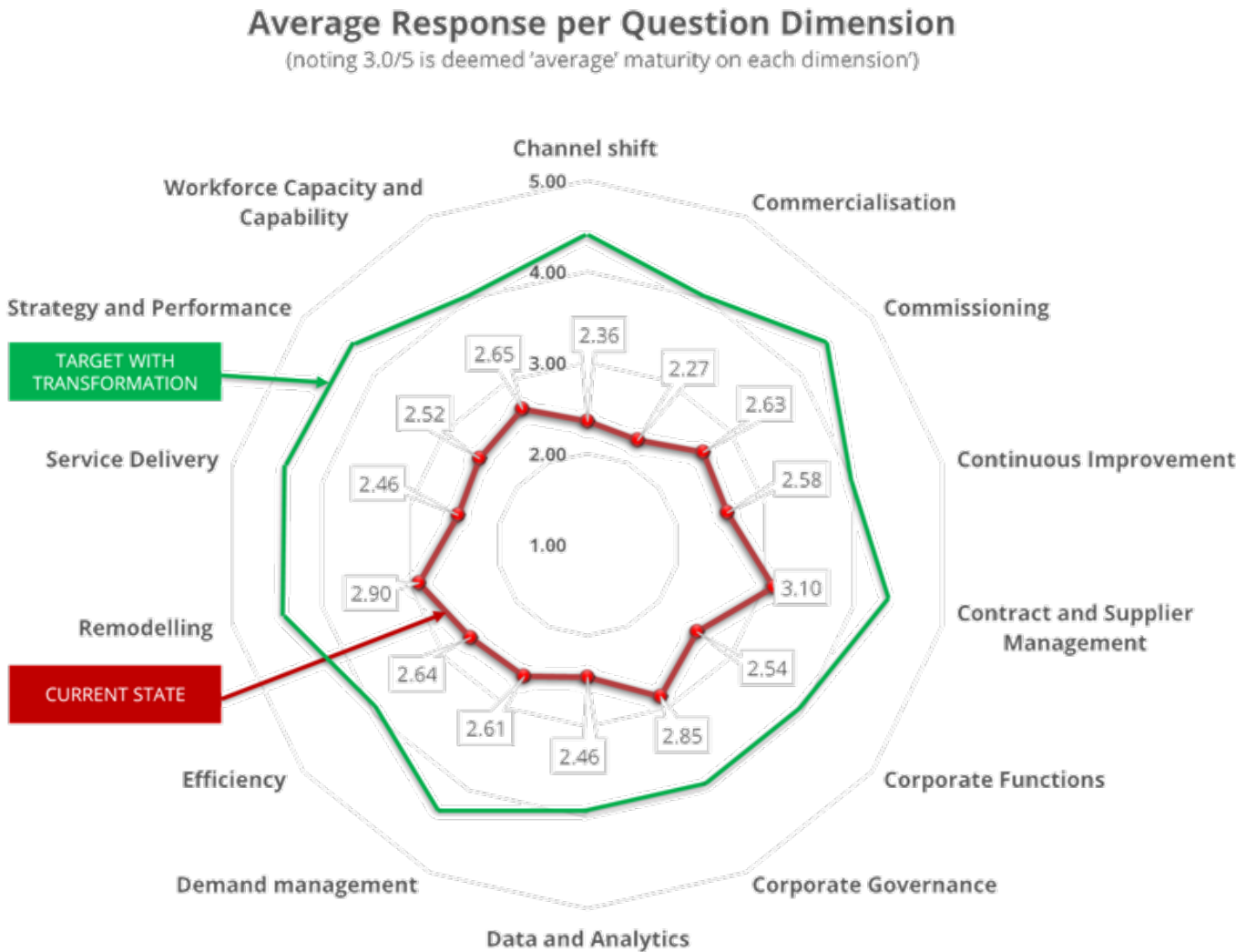
We conducted a detailed maturity assessment to understand our current capabilities in specific areas of our Council. Facilitated by Maven, 47 staff members across the council were asked 57 questions covering 14 dimensions. The radar diagram (on the right) charts our maturity from a minimum of 1 to a maximum of 5.

Council has several specific strengths and capabilities that have served the community well. However, the overall score was an average of 2.5 (out of 5), indicating moderate maturity.

When considering the changing environmental factors, Council's aspirations to serve the community and the need to be more effective and efficient, Council needs to uplift performance.

To demonstrate the improvement desired, the green line identifies an ideal target score for Council.

Achieving an improvement in organisational maturity will enable Council to better serve the community.



# Ambitions and Community Benefits

The ambitions and aspirations below have been shaped by our understanding of what the community wants Council to be, the goals of our Elected Members, our Staff aspirations for Council, and our understanding of the characteristics Council will need to thrive in the foreseeable operating environment.



Transforming Council to achieve these ambitions will deliver tangible benefits and enable Council to better serve the community.

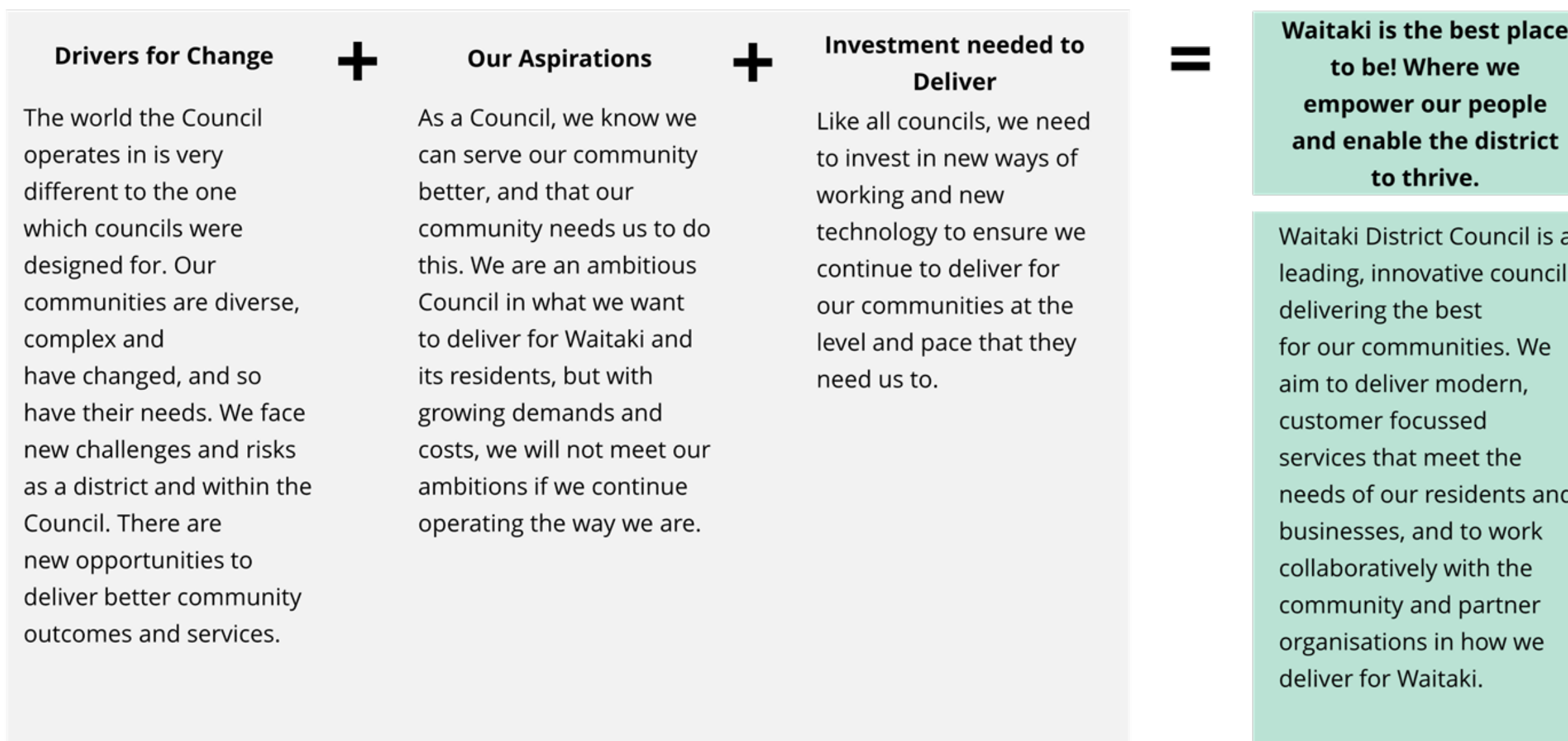


***“Waitaki DC – a leading, innovative council delivering the best for our communities”***



# Keeping Waitaki the Best Place to Be

Waitaki District Council needs to transform as an organisation. A fundamental change in the way the Council works and operates is needed so we can deliver the best for our district, residents and customers.



## 2.0 Community Benefits

We aim to deliver modern, customer focussed services that meet our residents and business needs and will work more collaboratively with the community and partner organisations, in how we deliver for Waitaki.

We will ensure our systems, ways of working and culture support an efficient and effective Council working as One Team in all that we do.

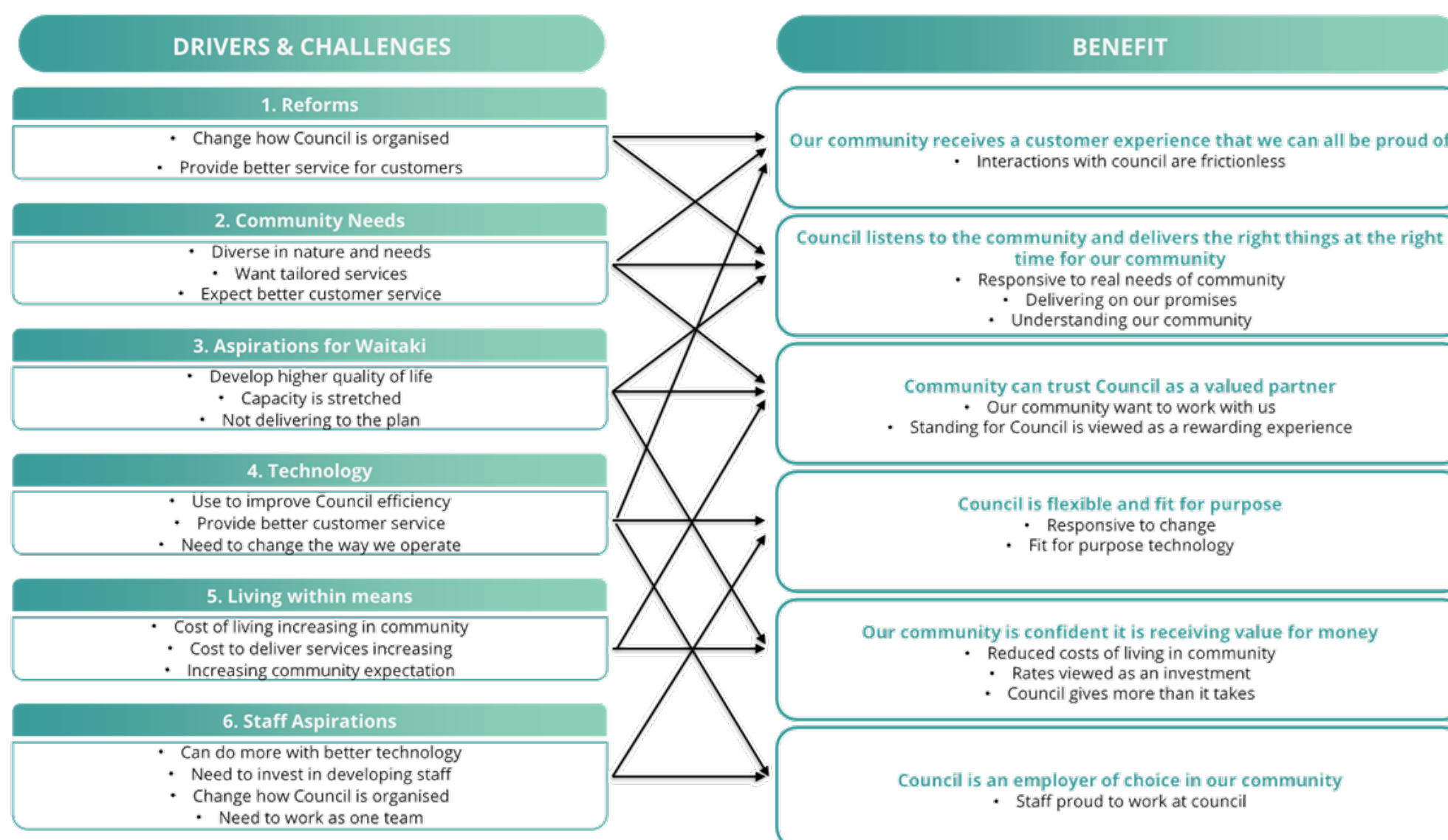
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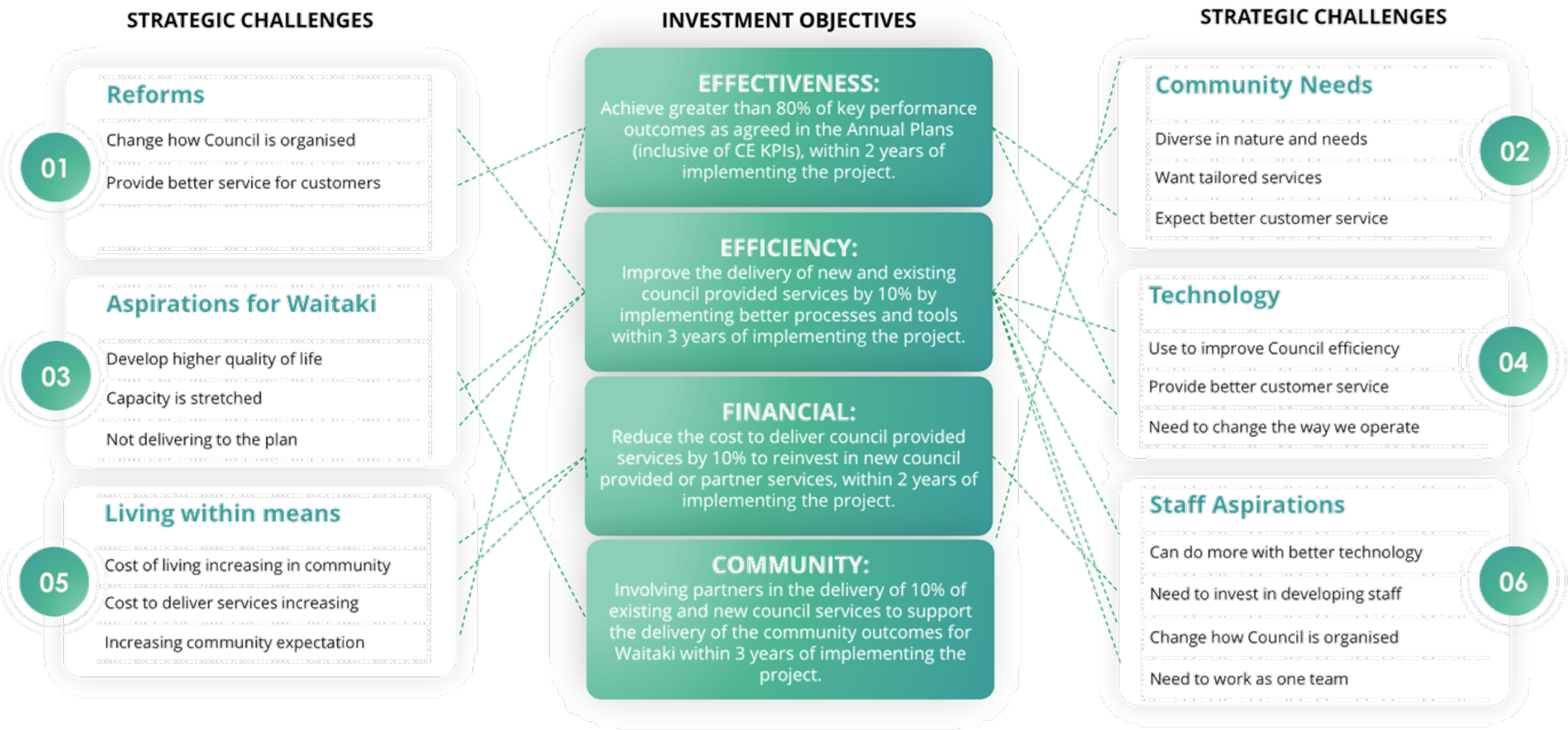
# What are the Benefits of Transformation?

We aim to deliver modern, customer focussed services that meet the needs of our residents and businesses, and to work more collaboratively with the community and partner organisations in how we deliver for Waitaki. We aspire to be a leading employer so we can retain and recruit the best people and that they will have the right skills, so that we can deliver efficiently and effectively for our district and residents. We will ensure our systems, ways of working and culture support an efficient and effective Council working as One Team in all that we do.



# Investment Objectives

Through our change initiatives we aim to improve Council’s performance in four key areas: 1. Improving our effectiveness to deliver, 2. Increasing our efficiency of service delivery, 3. Improving our financial performance, and 4. Involving partners in the delivery of our services. Collectively, these investment objectives establish an ambitious target for Council that address our drivers for change and ambitions.





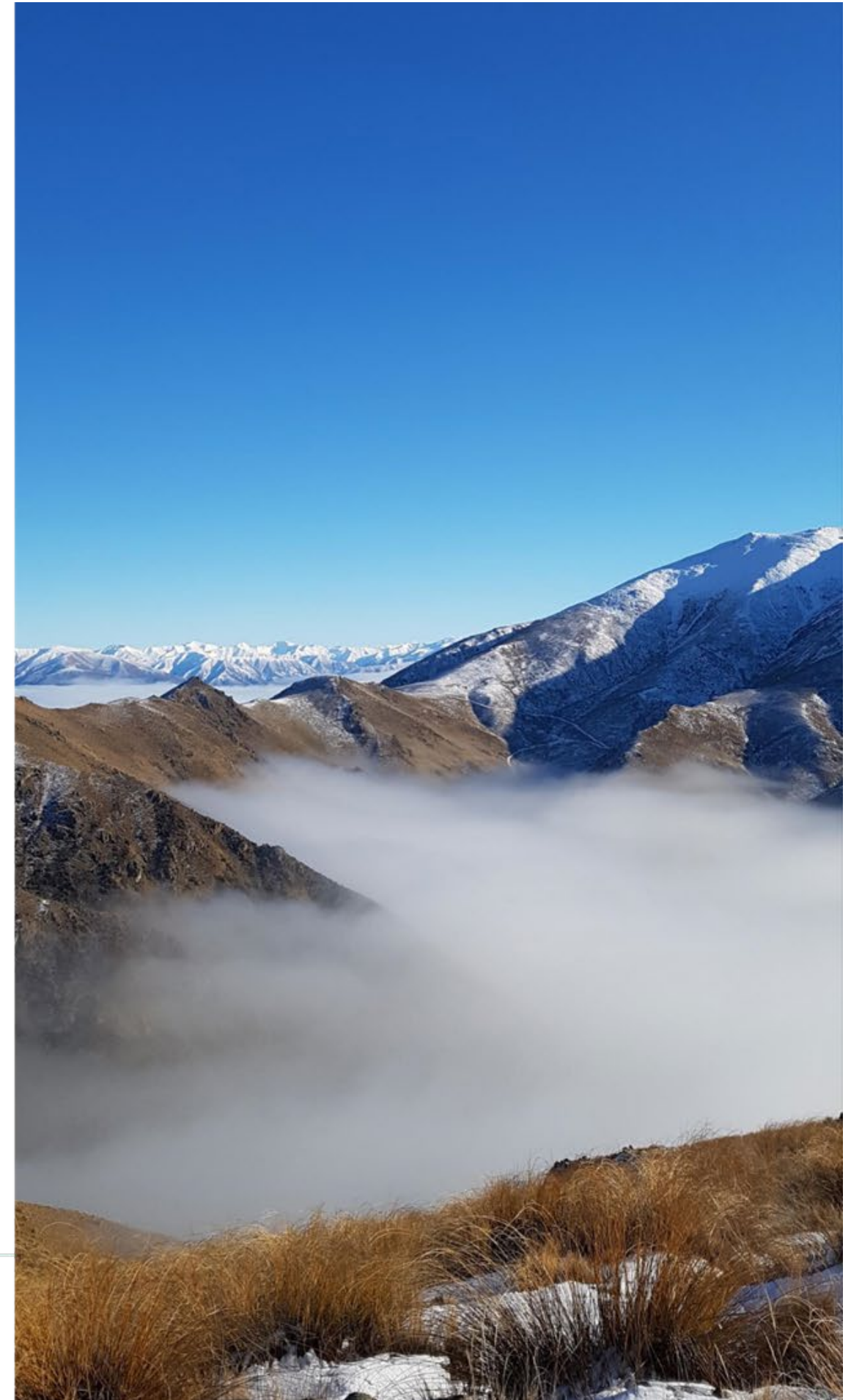
# 3.0

## The Investment

An investment is needed to enable the Transformation team to act on the essential change initiatives that will ensure our Council is a leading, innovative council, which can empower and deliver the best for our communities.

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WDC Transformation  
Case for Change



# The Investment Package

The following package of change activities (aligned to the 6 drivers for change) have been identified to transform Council to meet our future state aspirations - to create the organisation we want, and our community needs us to be.

Drivers for Change	Change Activities in the Transformation Package
1. Reform	Design a Council that is aligned, joined up, and agile in accordance with our new ways of working
2. Community needs and expectations	Reimagine how Council provides services to customers and redesign processes to meet customer requirements
	Establish new ways to provide services to customers and identify new customer service level agreements
	Implement tools and processes and ensure Council has the right communications resources to engage with the Community
	Implement tools for governance and operations and ensure there are resources to capture the voice of the whole community
	Develop, implement and adopt an attraction and retention framework for Council staff
3. Elected member, community aspirations	Develop, implement and adopt an organisation-wide, prioritisation framework for projects/jobs
	Develop, implement and adopt an organisation-wide decision-making framework and develop required tools
	Develop new way(s) of commissioning work so the right work happens at the right time
4. Technology and how we deploy this	Procure a Customer Relationship Management System that will provide a single view of the customer and support how we want to provide services
	Procure a fit for purpose geospatial system and import all existing Council geospatial data
	Procure a fit for purpose Enterprise Resource Planning system that will support new ways of working
	Design and implement a single repository for all Council document/information and records, including digitising and transfer of all existing records
5. Living within means while meeting demand	Reduce the cost-of-service delivery for Council. Review current contract management and commercial capability of the council. Implement continuous improvement and evaluation programmes within the target operating model
	Generate new, non-rate payer revenue. Review existing revenue sources, undertake a scan of other potential funding sources (e.g. central government) that council or potential partners could access, and pursue opportunities
	Share the Stronger Waitaki philosophy across Council and invest in capability to create new partnerships. Investigate other local government models and potential sectors and organisations for new partnerships
6. Staff aspirations for council	Develop, implement and adopt a new model for a staff learning and development programme. Focus on onboarding, ensuring there are clear competencies per role and remove barriers to accessing training, learning and development
	Establish a culture of performance. Develop a performance management and accountability framework that aligns and cascades business goals throughout the organisation, inclusive of reward and recognition
	Implement frameworks for new and consistent ways of working. Build effectiveness by establishing best practice enterprise-wide: procurement, project management, contract management, and process management
	Implement a governance/operations interface. Develop, implement and adopt policy, process, information flow and interactions between all of Council



# Benefits Realisation

Each of our change initiatives contributes to financial and non-financial benefits for Council and community. The heatmap chart below shows the indicative attributions that each of the change initiatives contribute to our financial benefits. The greater the contribution, the darker the shade of green.

Drivers for Change	Change Initiatives	Errors / Waste Avoided	Efficiency / Productivity	Turnover costs	Quality / Effectiveness Improvement
1. Reform	(a) Design a Council that is aligned, joined up, and agile in accordance with our new ways of working.				
2. Community needs and expectations	(a) Reimagine how Council provides services to customers and redesign processes to meet customer requirements.				
	(b) Establish new ways to provide services to customers and identify new customer service level agreements.				
	(c) Develop new tools and processes and ensure Council has the right communications resources to engage with the Community.				
	(d) Develop tools for governance and operations and ensure there are resources to capture the voice of the whole community.				
	(e) Develop, implement and adopt an attraction and retention framework for Council staff.				
3. Elected member, community aspirations	(a) Develop, implement and adopt an organisation-wide, prioritisation framework for projects/jobs.				
	(b) Develop, implement and adopt an organisation-wide decision-making framework and develop required tools.				
	(c) Develop new way(s) of commissioning work so the right work happens at the right time.				
4. Technology and how we deploy this	(a) Procure a Customer Relationship Management System that will provide a single view of the customer and support how we want to provide services.				
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	(d) Design and implement a single repository for all Council document/information and records, including digitising and transfer of all existing records.				
5. Living within means while meeting demand	(a) Reduce the cost-of-service delivery for Council. Review current contract management and commercial capability of the council. Implement continuous improvement and evaluation programmes within the target operating model				
	(b) Generate new, non-rate payer revenue. Review existing revenue sources, undertake a scan of other potential funding sources (e.g. central government) that council or potential partners could access, and pursue opportunities.				
	(c) Share the Stronger Waitaki philosophy across Council and invest in capability to create new partnerships. Investigate other local government models and potential sectors and organisations for new partnerships.				
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	(b) Establish a culture of performance. Develop a performance management and accountability framework that aligns and cascades business goals throughout the organisation, inclusive of reward and recognition.				
	(c) Implement frameworks for new and consistent ways of working. Build effectiveness by establishing best practice enterprise-wide: procurement, project management, contract management, and process management.				
	(d) Implement a governance/operations interface. Develop, implement and adopt policy, process, information flow and interactions between all of Council.				

# Benefits Realisation - Continued

The heatmap chart below shows the indicative attributions that each of the change initiatives contribute to our non-financial benefits. The greater the contribution, the darker the shade of green.

Drivers for Change	Change Initiatives	Reputation enhancement	Being seen as a trusted partner	Readiness, scalability, flexibility, agility	Improving value for money	Increasing overall satisfaction
1. Reform	(a) Design a Council that is aligned, joined up, and agile in accordance with our new ways of working.					
2. Community needs and expectations	(a) Reimagine how Council provides services to customers and redesign processes to meet customer requirements.					
	(b) Establish new ways to provide services to customers and identify new customer service level agreements.					
	(c) Develop new tools and processes and ensure Council has the right communications resources to engage with the Community.					
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	(c) Develop new way(s) of commissioning work so the right work happens at the right time.					
4. Technology and how we deploy this	(a) Procure a Customer Relationship Management System that will provide a single view of the customer and support how we want to provide services.					
	(b) Procure a fit for purpose geospatial system and import all existing Council geospatial data.					
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	(d) Implement a governance/operations interface. Develop, implement and adopt policy, process, information flow and interactions between all of Council.					





# Benefit Realisation Pathway

Our Transformation is made up of change initiatives, at the centre of our Transformation is the overarching “Designing Council” initiative.

Radiating from the centre, are 19 other distinct initiatives with their own specific benefits. Many of these initiatives combine or interweave with others, to give a clearer picture of the overall change required.

As initiatives are implemented, those changes will set the foundations to allow other connected initiatives to succeed and become embedded in the way the council work, empowering our staff to enable and better serve our community.

**Any single pathway is single change; all the pathways is Transformation.**

# Benefits Modelling

We have applied a mix of ambition and realistic conservatism to the assumptions around quantitative benefits modelling, noting the many non-financial benefits that will also be achieved. These are estimates only until the end of Phase 2 design and analysis.

## Estimating Benefits

As benefits accrue to Council, as a result of the Transformation Programme, Council will have the opportunity to determine the best way to realise these. For example, benefits may be realised as direct savings, be required to ensure Council remains financially sound, or may be used to re-invest into the community.

- **Risk reduction benefits** are applied to the full Council operational baseline. Reducing risk involves reducing the cost of re-work arising from errors, avoiding waste, improving decision-making, and avoiding costs of doing things wrong. Of the targeted 5% savings for this benefit (ie errors avoided), a small proportion of that can start to be banked during Phase 2, before a build-up to a 33% bankability (\$2.9m per annum of the 5% target) post-implementation.
- **Efficiency benefits** are applied to the Council's salary and wages operational baseline. Improving efficiency means improving productivity. The **targeted 10% savings** in this area equates to four hours per week (on average) per employee. Of the targeted savings for this benefit, a small proportion of that can start to be banked during Phase 2, before a build-up to a 50% bankability (\$1.5m per annum of the 10% target) post-implementation. Short-term efficiency gains mean redistribution on to value-add activities and transforming, rather than being fully banked.
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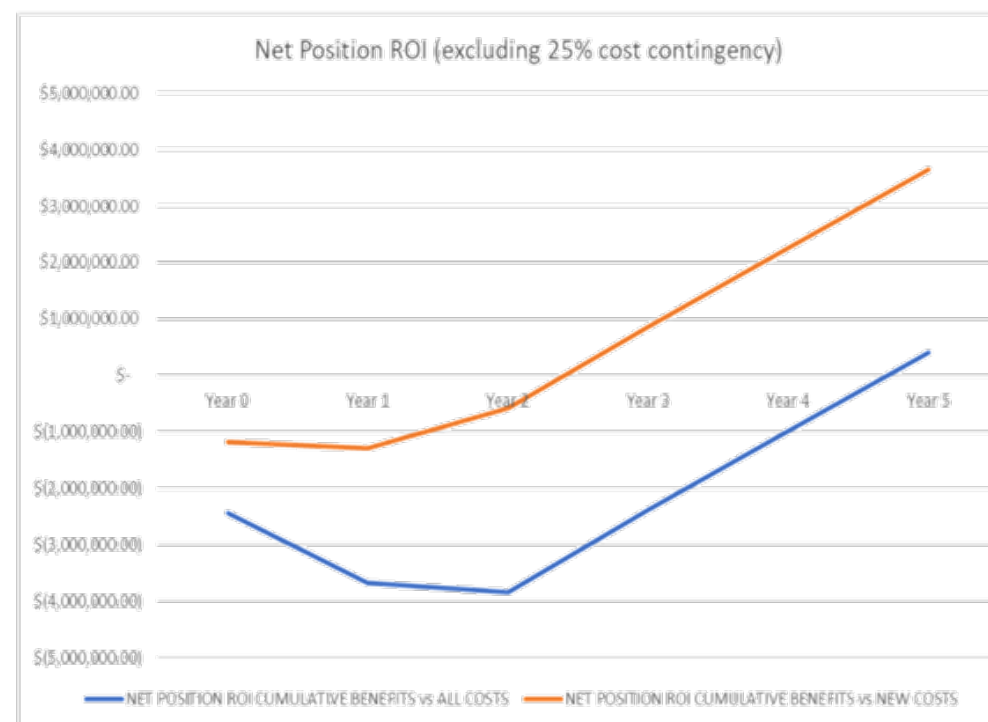
## Estimating Costs

The Transformation Programme is a package of change initiatives that have been identified to create the future Council. For each initiative estimates of the costs and benefits has been gathered, and it is the sum of these costs and benefits for each initiative that comprise our overall cost estimates. Each initiative includes an estimation of the costs relating to human resources, software, training, contractors as they relate to operational and capital expenses.



# What is the Investment and the Return?

- After 3 years, our return on investment is a continuing 18% of funds invested. We also anticipate significant improvements in customer satisfaction that will lead to improved reputation and trust as a partner with the community.
- Over a 3-year horizon, we require a new funding package of \$4.5m (+/-25% variance) to carry out transformation. This excludes \$3.25m already committed to in the Long-Term Plan that can be directly attributable to the change initiatives, that will also be cost incurred (enterprise systems, digitisation etc.). All costs are anticipated to be repaid through the savings achieved by the Programme.



- We anticipate non-financial benefits that extend far beyond the financial return on investment (above). Our efficiency and effectiveness will grant us headroom to tackle emerging challenges as they arise and provide us with the opportunity to provide new services where they are required. The value of our non-financial benefits are anticipated to be reflected in our resident satisfaction survey where we see measures such as reputation, satisfaction and value for money reflected.

## Assumptions

- New revenue sources have not been calculated or included.
- Have assumed an annual inflation rate of 5% to apply to new costs.
- A +/- variance of 25% needs to be considered to new costs.

## Financially Quantified Benefits assuming all initiatives undertaken

(By year 3, ROI is circa 18%. Bankable savings continue to be generated well into the future years, returning much more than the initial investment.)

5% risk reduction  
(up to \$2.9m)

10% efficiency gain  
(up to \$1.5m)

20% staff turnover reduction  
(up to \$0.31m)

5% quality and effectiveness gain  
(up to \$0.75m)

## Non-financial:

Reputation enhancement.  
Trusted partner.  
Readiness, scalability, flexibility.  
Value for money.  
Overall satisfaction.

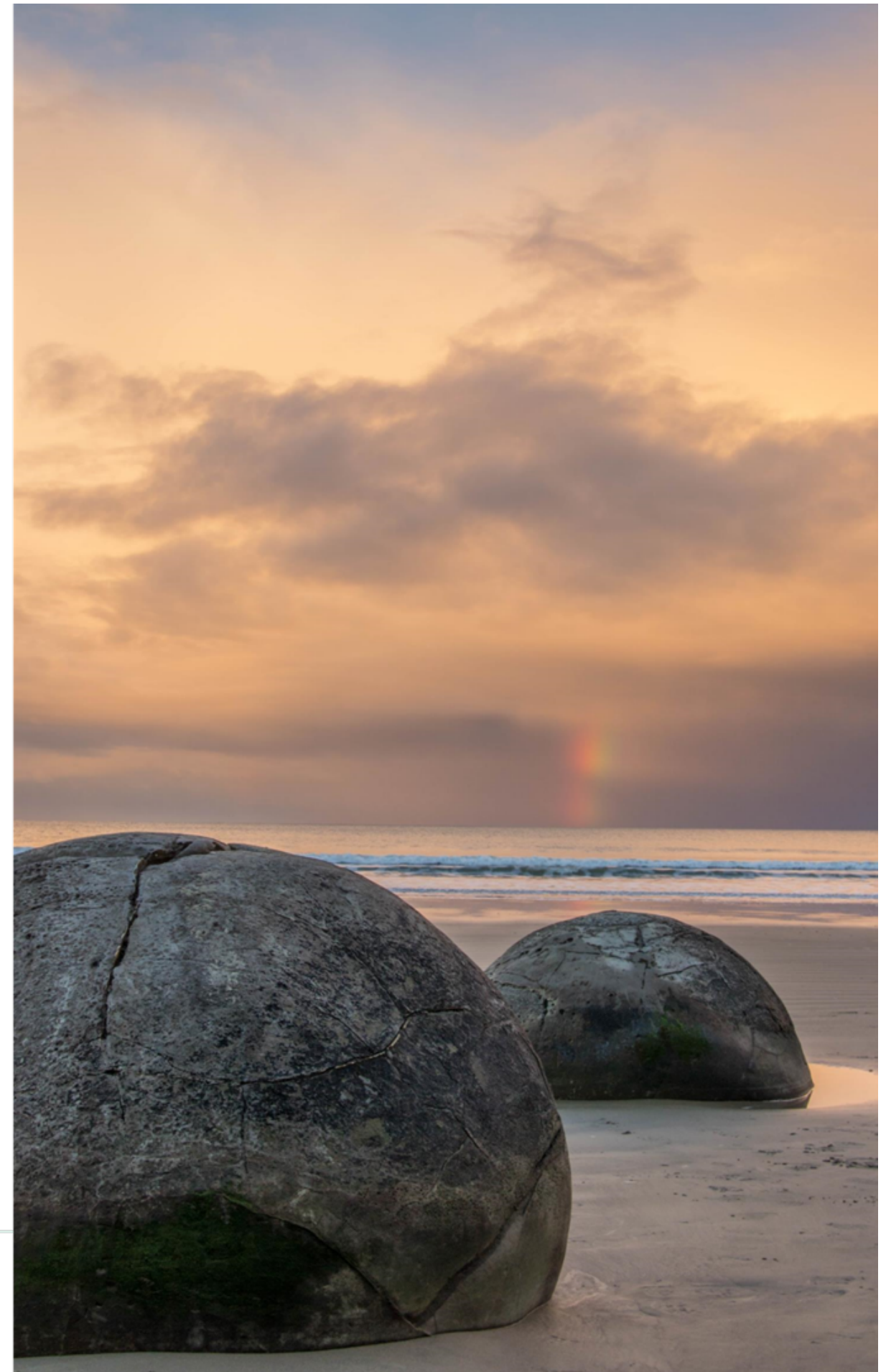
# 4.0

## Next Steps

During the next phase (2) of our transformation, we establish the environment for change, and we refine our plans. Following this, we implement our change initiatives iteratively, checking and adjusting our programme as we progress, to ensure alignment with this business case and the expectations of our stakeholders.

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WDC Transformation  
Case for Change





# Where to from here?

The process of delivering transformational change within the council has been broken into three key phases being Phase 1 – the case for change, Phase 2 – detailed design and setting firm foundations, and Phase 3 – full scale implementation.

Through Phase 2 the Transformation team will refine our initiatives, set plans and implement some of the ‘foundational’ change initiatives. Phase 2 is anticipated to commence immediately after approval. Phase 3 will see the remainder of the change initiatives implemented over a 2-year period. Council will receive regular status updates through the reporting functions of the Chief Executive and can check and adjust the Transformation Programme as it progresses through phases and milestones.

