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Evolve 2026 Strategy

2023 - 2026

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Foreword for Evolve 2026

Mole Valley District Council is undertaking a transformation programme to deliver positive change, keeping our customers in mind (residents, businesses and other stakeholders for example charities, faith groups etc) as we look to meet the significant financial challenge over the next three years. This will mean that services will transform in different ways, with impacts felt internally, with partners and with our residents and businesses, if we are to be sustainable into the future.

We are living in a volatile, uncertain, complex, and ambiguous environment. The UK is facing significant challenges in terms of cost of living, financial uncertainty with high inflation rates and high interest rates, and global unrest impacting supply chains and energy costs. However, despite all these challenges we continue to see the fast rate of innovation globally which brings opportunities for us as a council.

As a council we are not as efficient as we could be. Our services are not sufficiently digitalised or integrated, the data and systems are not aligned or put to best use, there are pain points in our processes creating too much failure demand for our customers. The council will need to make some difficult decisions about where we choose to invest, and where we may need to close or scale back services. As a public sector organisation, we need to be pro-active in our plans to be leaner, more effective and to deliver best value for money in all that we do. We need to be agile in our approach to change to meet the challenges of now and in the future and to remain sustainable and resilient as a council, we need to act now.

The transformation programme is underpinned by four change pillars that will support the organisation on its journey to its future state: *Service Transformation*; *Digital*; *Customer Engagement*; and *People*. They are equally important, and it will require a combination of these elements in the projects taken forward through the programme to ensure that changes made enable these four key aspects of our council delivery.

Vision to 2026 – the “north star”

Our aim is to **transform our services** so that we are confidently: digital by choice, valued by customers and contributing to making Mole Valley a great place to live, work and visit. We will be a modernised, high performing delivery organisation that is a great place to work – attracting and retaining our people with the right skills and importantly share the values of our council. We will embrace the technologies that help our services become as simple and effective as possible, utilise the proven digital pathfinders such as Artificial Intelligence (AI) to further support user experience. And of course, everything we do must align to our Council Strategy.

We will be **change capable and confident** and will naturally embrace a continuous improvement mentality to provide the best possible services to our residents and businesses. This continuous improvement culture will be realised through the right investment, openness, empowerment, and by setting ourselves an expectation of high

performance. This will see our staff acting proactively to maximise opportunity from the latest innovations for our sector as well as analysing customer feedback and insight to identify ongoing improvements. Through their vital contributions, our staff, alongside our customers, will shape how our council delivers the required outcomes and there will be a continued sense of pride to work for Mole Valley District Council.

Our residents, businesses and other stakeholders will see **modernised online services** that they use not because they must, but by choice, because they are the easiest and preferred way to interact with us. They will see services that feel more joined up so all they need can be achieved in one place. We will be clearer on the expectations of residents and businesses, and what they need from us as a Council. We have confidence in the data we hold as a council and utilise it to provide insight that means we can better support our users. We will create ways to **improve key channels** so residents and businesses tell us they feel informed and supported with their enquiries. When things don't go right, we will respond promptly, listening and reflecting on frustrations felt by our residents, and recognising these are important to resolve. We will ensure that where we provide services that entail fees and charges that these meet the recovery of our costs, and we seek out other ways to make income where we have unique opportunities to offer quality services to new or existing customers.

Our work with partners will **create positive relationships**, so our staff feel confident as collaborators. We will look for the best opportunities with peers to share and create economies of scale, which could be through formalised partnerships with other councils where beneficial. Where it is advantageous to residents or businesses, we will explore the use of pooled data across our partner network only where it is lawful to do so. We will also make sure that we utilise these peer relationships to compare services and costs to satisfy that we constantly meet or exceed expectations and that we consistently offer value for money.

Similarly, if we want to contract out a service, we will make sure that we have **the right 3rd party suppliers** to support it. So, we will only have contracts in place to meet our duties where we have actively decided to contract out for the service. We will also where applicable work with partners where there is synergy to be competitive in the market as well as sharing cost and effort. We will have strong contract management ensuring that we have the maximum value from what the contract offers us as well as holding our suppliers to account when they do not deliver to expectations.

These ambitions will see the need for us to create the most **effective organisational structures** that will enable us to meet the changes in how we work. We will have leaner optimal structures that will see improved decision making, clearer roles and empowered staff. As part of this all staff will feel accountable for change and improvement, making sure that the best ideas and change has the ownership to see it succeed. In line with this we will have the appropriate assets to reflect our new organisation structure.

Service Transformation

Objectives

This is one of the four pillars under Evolve 2026, closely aligned to our Customer Engagement, Digital and People strategies. The strategy aims to deliver the following objectives:

- Maintain and improve critical and valuable services for Mole Valley residents and businesses through a formalised change management programme of work.
- There may be services that the Council can no longer offer in the same way, or at all. If that is the case, we will need to carefully consider what we could do to meet the needs for our residents and businesses in different ways.
- The approved service transformation programme will provide a significant contribution to the financial challenges faced by the Council and will support the move to an organisation that is better value for money and focused on efficiencies.
- Increase opportunities for income generation and improving the robustness of debt management to reduce 'bad debt' and associated difficulties for our residents and businesses.
- We will consider whether formalised partnerships with other councils will improve value for money and service provision for our customers.
- If the best value can only be found through 3rd party providers, we will build the appropriate provision only after due consideration and appropriate agreements have reassured that this is the right solution for Mole Valley District Council
- With our partner the Shared Procurement Service seek to rationalise our contracts and get the most value (measured not only in financial terms, but also wider social, economic and environmental considerations) from those that continue.
- The skills and culture of our people and leadership will be rooted in continuous improvement and we will create a learning organisation, focused on delivering best outcomes.
- Create better processes and supporting technologies to make it easier for our staff, partners, and customers to get the best out of our services.
- We will then be clearer on how well our processes work, including information flows and integration, acting where these are not maintaining effective ways of working to continuously improve our approach.
- We collect from our customers only the data we need or they permit us to have to allow us to provide the services required and we use that data to provide greater insight, especially on failure demand, so we continuously improve customer experience.
- We will continue to securely and confidently use and share data and ensure we protect our organisation and customers.

Design Principles

The strategy will work to a set of design principles to underpin the above objectives.

- Considers end-to-end systems not individual processes.
- Creates and embeds a continuous improvement culture.
- Ensure better value for money.
- Use the 'Good government service principles' to aid future design of council service delivery:

Process efficiency

- A user has to do as few things as possible.
- There are no dead ends.

Customer excellence

- It's straightforward to get human assistance.
- Internal structures are not shown to or felt by our users.

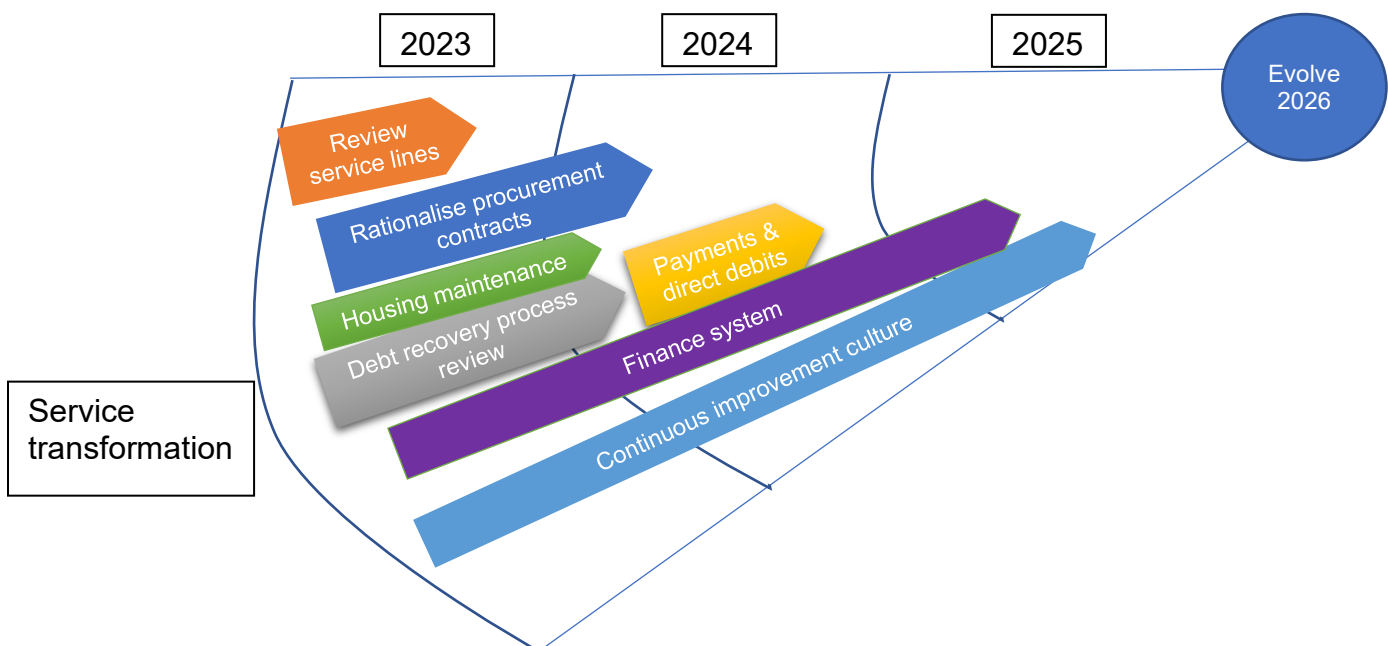
Open & transparent

- The service is easy to find.
- What the service is for and what it involves is clear.
- How decisions are made is clear.

Empathetic service delivery

- The service is consistent.
- The service works in a familiar way.
- Everyone can use and understand the service.
- Users and their information are treated with care and respect.
- Keeps customers informed.

Radar view



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Customer Engagement

Introduction

High performing, service led organisations are customer focused*.

Over the past three years, Mole Valley District Council has worked to improve the customer experience, focussing on our core values to Care, Listen, Trust, Lead and Respect. We have been reviewing and developing our services with our customers in mind, delivering new easy-to-use online forms to enable access to more of our services 24/7.

Our digital by choice approach has meant we have invested in improving our website to ensure it is more accessible and easier to navigate; and we have engaged with our local communities to help inform the decisions we have taken on a range of issues from playground design to budget-setting.

This new Customer Engagement Strategy sets out our vision, principles, and approach to customer engagement as we transition through Evolve 2026. By using this strategy and the principles contained within it, we will consistently design and deliver our services with the customer at the heart of everything that we do, whilst pro-actively managing ongoing financial pressures.

Objectives

This is one of the four pillars under Evolve 2026, closely aligned to our Digital, Service Transformation and People strategies. The strategy aims to deliver the following objectives:

Channel Shift

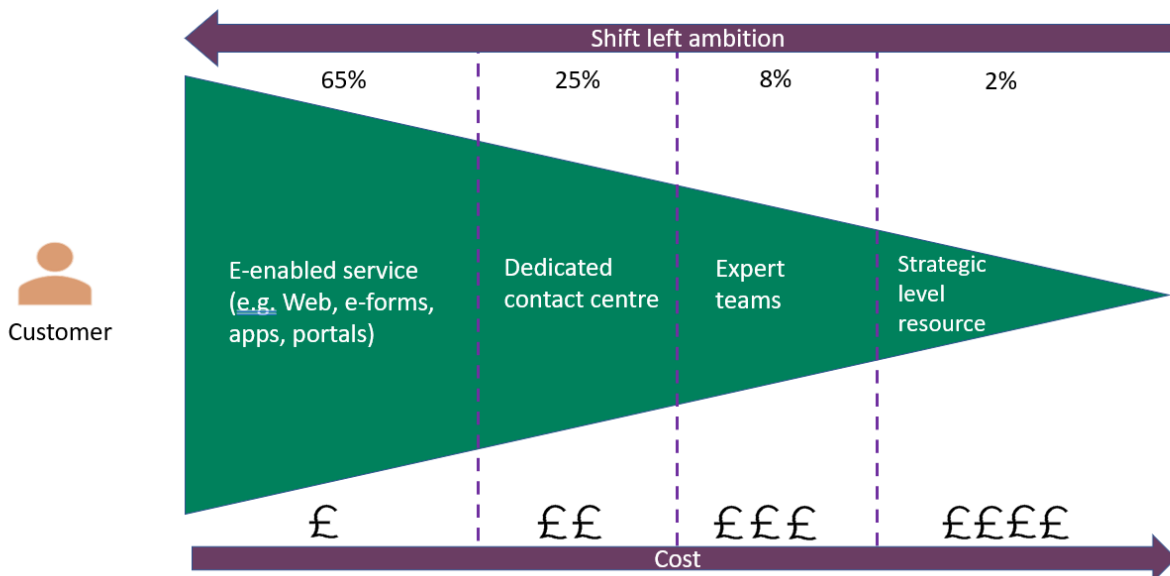
Improving customer service with value for money in mind, means we need to encourage a successful channel shift (see 'shift left' below) - with customers increasingly choosing online interactions, so that we can increase capacity to support customers with more complex issues. Our aim is to minimise the need for our customers to contact us by getting it right first time - addressing the root cause of any issues to avoid them happening again. In order to do this, we need to understand more clearly why they contact us currently. This will be a two-stage approach:

1. Where we first review our direct contact within high traffic service areas (both phone and email) and consider whether there are any 'quick wins' such as e-forms, improved web pages, more informative and easy to read correspondence and better signposting to other organisations. Part of this will be understanding how to ensure that the majority of phone contact comes via a contact centre model, simplifying customer entry into MVDC so that more enquiries can be resolved at first point of contact and internal structures are not shown to or felt by our customers. This will free up experts to handle more complex casework.
2. The second stage will be to review interactions with a view to reducing the amount of telephone and face-to-face enquiries that we receive overall, by making further online improvements based on the customer experience and implementing new services such as online Direct Debit and Live Chat.

We will also look to expand our online databases which will allow us to increase efficiency of direct communications and reduce cost per message.

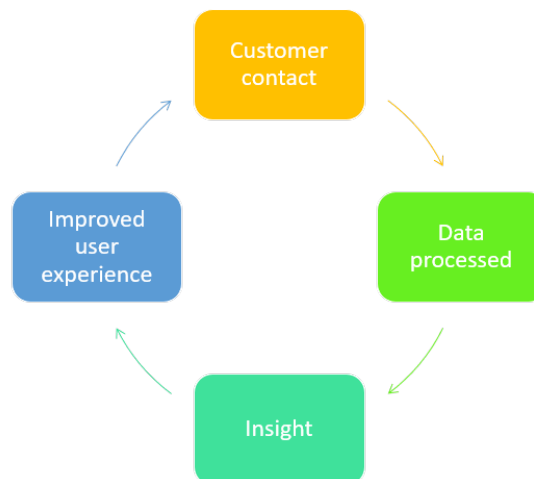
A central guiding principle to our customer engagement strategy will be to adopt a **shift left** approach to our customer contact. In essence, MVDC will actively encourage customers to choose to utilise our more cost effective and efficient methods of engagement.

This will require us to ensure that our e-enabled offer is the preferred way of interacting with the council by making the solutions simple and to match expectations of our customer base.



Improved customer experience

Our aim is to embed a continuous improvement culture, so that we are confident and capable in providing a positive and effective customer experience that adapts to changes over time. To do this, we will engage where appropriate with our communities as we make changes to our services, listening and using insight to improve and evolve. We will empower our staff to deliver consistent, high-quality services and by embedding a sustainable continuous improvement culture we will also encourage staff to use the insight we gain from our customers to improve the user experience by reducing failure demand and quickly adapting to emerging trends.



We know from web and e-form usage data that many of our residents, businesses and visitors want to engage with us online. We will undertake customer journey mapping to fully understand the customer experience and do all we can to make our website and e-forms so easy to use that they become the 'go to' way of contacting us. For those who are unable to use our digital services, we will review our processes so that we can do more to resolve calls and visits at the first point of contact.

Our structured, geo-targeted and pro-active communications inform residents about MVDC projects, services, and support available, delivering the right messages to the right audiences at the right time. Communicating via social media where possible provides opportunities of real-time updates and an effective feedback channel for customers; we will continue building up our presence through these platforms while still offering more traditional channels for those who need them.

Finally, by using integrated marketing and communications campaigns we will increase reach and engagement.

No-One Left Behind

We will ensure that all our digital services are built with accessibility in mind, and we treat customer data with respect. Our communications channels will be inclusive, and our staff trained in producing accessible content and they understand the need to deliver easy-to-read messages. We will try to identify and engage with hard-to-reach customers' groups.

Although we will provide services that are accessible 24/7 and are fast, reliable, and efficient, we also understand that there are some people who may have more complex needs, where human interaction is key to help resolve the issue at hand, so we will continue to ensure there is an offer by phone and in person. Our values to listen and to care mean that no-one gets left behind.

How will it feel?

In line with our core values:

- **We Trust.** Customers are confident that MVDC consistently delivers fast and efficient services, 24/7, and ensures information is always safely handled.
- **We Respect.** Customers feel understood, respected, and valued.
- **We Listen.** There is support available for those who don't feel confident to use our digital channels and we ensure all our content is accessible.
- **We Care.** Empathy is key and our tone will always reflect our compassion.
- **We Lead.** We will continue to review our different channels of communication to help us deliver our services to the right people in the right way.

Design Principles

Our customer engagement design principles will be:

Customer focused - all services will be reviewed and designed with the customer in mind. We must place the customer at the heart of all new initiatives, process improvements, and digital designs. We will resolve as many enquiries as possible at the first point of contact. Our Values will drive what we do and how we do it.

Delivering better services – changes made will focus on delivering better, more effective services (money, time, impact) utilising cheaper and easier to access online services.

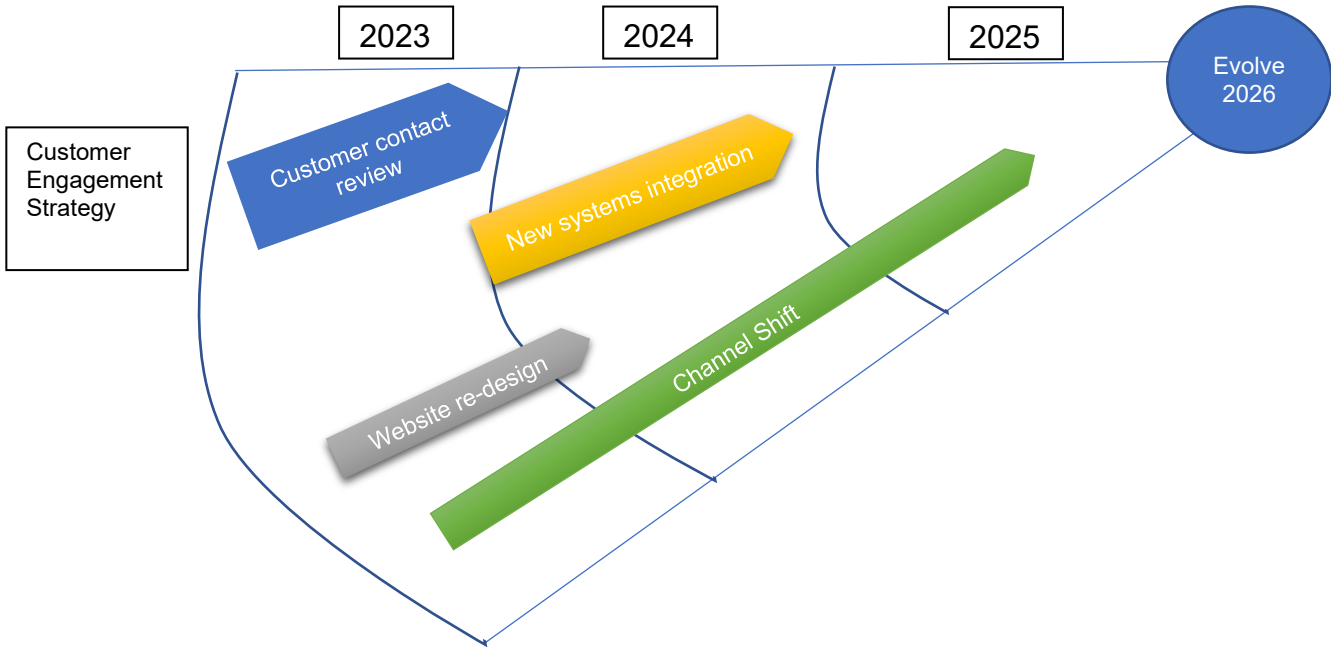
Using customer insight – we will investigate where and how things go wrong and find ways to improve services to avoid the need to contact us.

Stakeholder specific – we will be clear where we are consulting or informing while role modelling and emphasising our values in all we do.

Defining structured communications - communications plans are built into all change initiatives (key groups impacted always feeling informed) - we will proactively update and inform our customers wherever possible and ensure that our content is accessible for everyone.

Radar View

These are the areas of change and a likely timeline for the delivery of our Customer Engagement Strategy throughout Evolve 2026:



Digital strategy

Introduction

The Digital Strategy builds on the progress achieved in the last five years and considers the availability of modern technology that has been developed in this time, and new developments anticipated in the short term.

The changing landscape we have lived through in the pandemic has seen a rapid shift to digital solutions, with many customers keen to have 24/7 access to services, and that they are as simple and easy to use as possible.

We must adapt our services to fit this requirement, but not exclude those customers unable to access digital services.

We will optimise our ICT resources, with a future proofed workforce, to help make the Council a modernised, financially sustainable organisation.

Objectives

This is one of the four pillars under Evolve 2026, closely aligned to our Customer Engagement, Service Transformation and People strategies. The strategy aims to deliver the following objectives:

- Provide the Council with clear procurement governance of new systems. Avoiding duplication, complication, double handling, and spend whilst giving overarching assurance from a Strategic Design Authority (senior decision-making forum) that solutions will fit in with existing ones.
- Reduce the use, cost and support complexity of systems and applications by combining them, cloud hosting them or retiring them.
- Expand the use of our customer portal – Self Accounts – to provide access to Council services in one location, available 24/7, which enables a more streamlined self-service experience with opt in marketing opportunities.
- Continue to protect the Council against ongoing threats to data security. Continuing with security awareness, testing, and training for all staff and members.
- Using the latest technologies to enhance the Council's ability to serve the public in an efficient and cost-effective way - such as 24/7 artificial intelligent agents on our website or within our contact centre where appropriate.
- Provide managers with clear insight into their departments using new reporting tools and enhance productivity using automation and integration.
- Seek to remove the unstructured data and provide clear and quality methods of contact into the Council.
- Reduce the carbon footprint within the Council by taking advantage of cloud hosting's scale and efficiencies.

Design Principles

The strategy will work to a set of four design principles to underpin the above objectives.

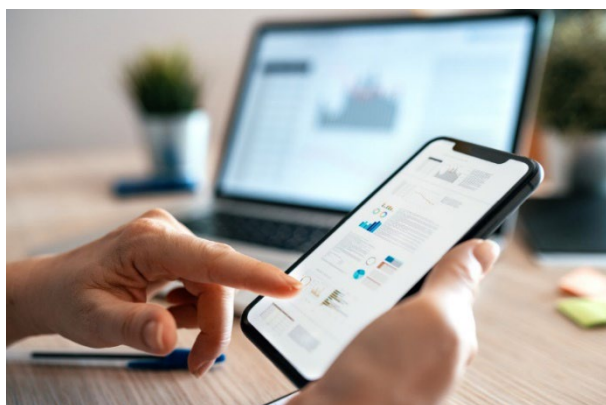
Digital by choice

The simplest, quickest, and cheapest method of contact for most of the requests we receive should be digital by choice and available 24/7.

This shift in workflow for simple interactions (from people to online) will free up time for staff to carry out complex, high value work and to be able to help those that need it most.

We recognise that not everyone is able to access our services digitally and may not have the necessary skills, so we will ensure we continue to offer phone and face-to-face services. Our customer service team will also be able to support customers by guiding them through our website on the phone or in our Pippbrook office reception.

Services will be continuously reviewed from a customer perspective to ensure true digital transformation, putting customers at the centre, and ensuring their needs are being met.



We will have clear and agreed procedures to procuring, implementing, and commissioning innovative solutions, technologies, and tools. Ensuring they fit into the existing solutions and have been through the Strategic Design Authority process for correct governance.

We will take full advantage of modern technology to continue to reduce the carbon footprint of the Council – both directly and in-directly.

By enabling remote working and channel shift, we will take full advantage of technology to ensure that Members and staff can work from anywhere and at any time.

By modernising our ICT systems and retiring legacy applications and inefficient servers, we can take advantage of the emissions savings associated with the economies of scale of using large, centralised cloud servers, rather than maintaining many local servers.

We will improve our digital skills across the Council, putting in place the right tools and training for staff and Councillors – making everyone tech savvy.

Automation

Taking the simple, transactional work away from staff, freeing up their time to focus on quality work.



Speeding up processes, reducing failure rates, unnecessary duplication, and errors. Not double handling by enabling end-to-end processes within a whole system perspective.

Using intelligent automation to run scheduled tasks with error handling and notifications.

Leveraging the development in AI (Artificial Intelligence) to provide 24/7 support to our residents and businesses.

Integration

Plotting out our services – integrating or merging into fewer core systems - standardising and simplifying the systems we support, reducing complexity and costs.

Ensure innovative solutions integrate into our existing systems, using APIs or similar, passing data and allowing us to provide a single portal for our customers and secure environment for staff.



Retire the use of unstructured, generic email addresses in favour of structured online forms, enabling the correct data is taken at point of contact, not chased down afterwards. Reducing the potential for human error and failure demand.

Data – better use of data

Build appropriate reports for systems and suppliers, utilising Microsoft Power Bi, to share these with Business Managers who will be accountable for monitoring and enabling continuous improvement in their service area.

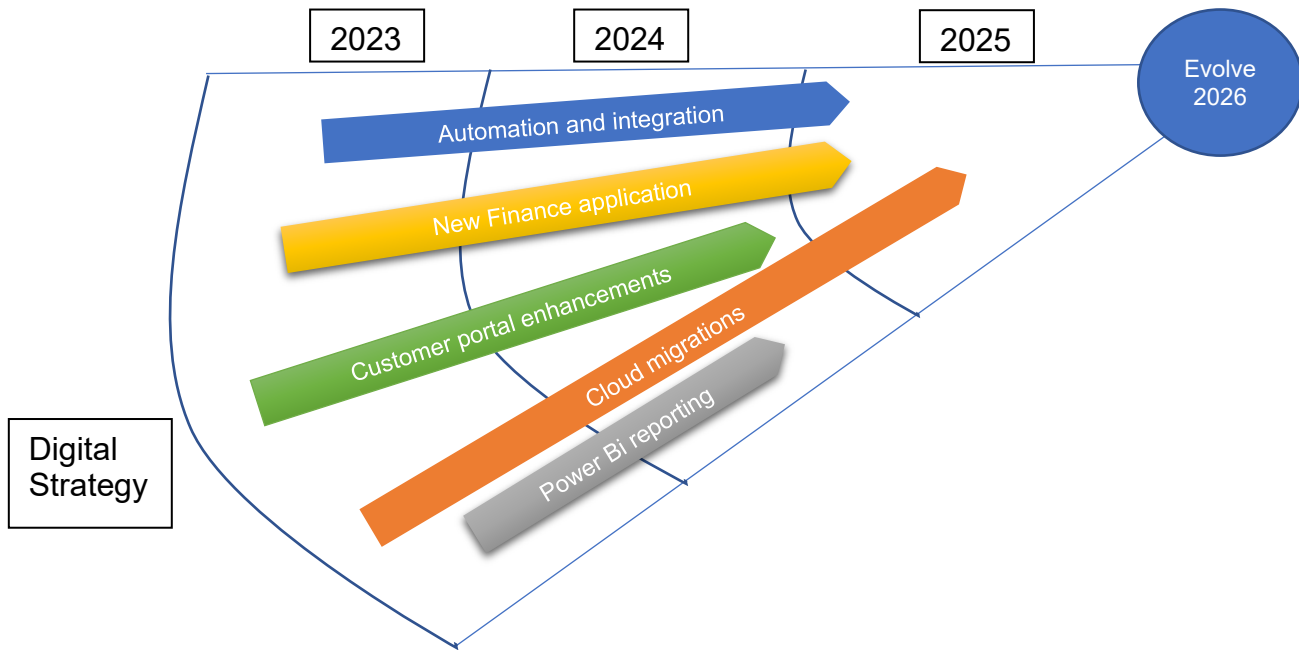
Enabling residents and businesses to self-serve using the Council portal will ensure that their data is valid, and up to date. They will be able to update their personal data 24/7. This opportunity also enables the various business teams in the Council to offer opt in marketing information – potentially increasing income by upselling services.

Making better use of data we hold, will inform us on our evolution journey to provide a better experience for the public and our staff. We will use this data to gain insight into behaviours, failure demand and emerging trends so that we continuously improve the way we work.



Radar view

This should provide a thematic view of the areas of change that will be delivered under the strategy to give the reader a sense of the likely projects and timeline.



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People Strategy

Introduction

Over the next 3 years and beyond our workforce will change and develop to meet the needs our community, its residents and businesses, and the organisation. We will plan for these changes with people at the centre of making this a great place to work.

The [2019/22 Organisational Strategy](#) provided an ambitious target to improve 5 key people focused areas of the Council – Leadership & Management, Recruiting the Best People, Wellbeing & Resilience, Learning and Development, Enhancing Our Flexible Working Offer. Our 2023/26 People Strategy will continue this good work with Evolve 2026 at its heart and a targeted approach to supporting the Service Transformation, Digital and Customer Engagement strategies.

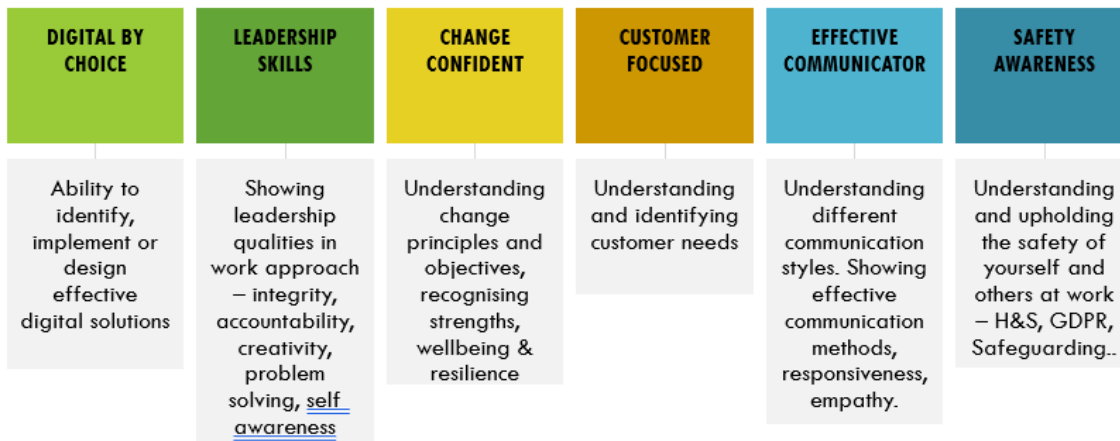
Supporting latest ideas, technologies and changes will inevitably impact what we do and how we do it. This will require us to adapt and develop new skills and ways of working. The People Strategy will support this approach by ensuring we have a future focused workforce underpinned by a comprehensive Strategic Workforce Plan.

Objectives

This is one of the four pillars under Evolve 2026, closely aligned to our Customer Engagement, Service Transformation and Digital strategies. The strategy aims to deliver the following objectives:

Core Skills at the Heart

There are several overarching core skills and principles that enable us to deliver services effectively and ensure that, as an organisation, we continue to meet the requirements of our residents, businesses and wider MVDC communities. Identifying core skills and embedding these within all role requirements aims to support our people to meet the challenges and changes ahead and the overall aims and objectives of the Council.



Learn to Evolve - Developing a Learning Culture

Understanding the power of the collective conversation, learning better ways of doing things together, and continuously evolving. In our dynamically changing working environment, we will continue to develop and learn new ways of working, thinking, and behaving. We must be able to keep up with customer demand, modern technologies and latest ideas. We will be supporting our people to take every opportunity to learn new skills, share ideas and encourage curiosity to identify more effective ways of working.

As Evolve 2026 develops, what we need to improve and embed in terms of skills and behaviours will emerge. Where future skills requirements cannot be met within the existing service requirements, we will look to support our people to identify and meet those needs, where 'skill and will' can be identified. We may also create new roles to support the needs of the future focused organisation we will become.

Identifying opportunities for collaborative working, both internally and externally to MVDC, can provide opportunities to strengthen our skills and knowledge base and maximise service capacity. Local government is facing a recruitment challenge, with some expert and service delivery roles becoming more difficult to fill and retain. MVDC currently has areas of strength, particularly in relation to technical expertise and knowledge of MVDC's community and business needs. To ensure we can plan ahead, we will look to identify expertise and how we can utilise these effectively, increasing expertise in key areas (hard to recruit/identified skills enhancement benefit) to support future workforce aims. Our forecast recruitment needs then become easier to define and achieve, enabling us to deliver modernised services against strategic workforce aims.

To support these aims we would also take a structured approach to collaborative working with our council partners, central government departments, and professional networks, defining MVDC's partnership principles by identifying:

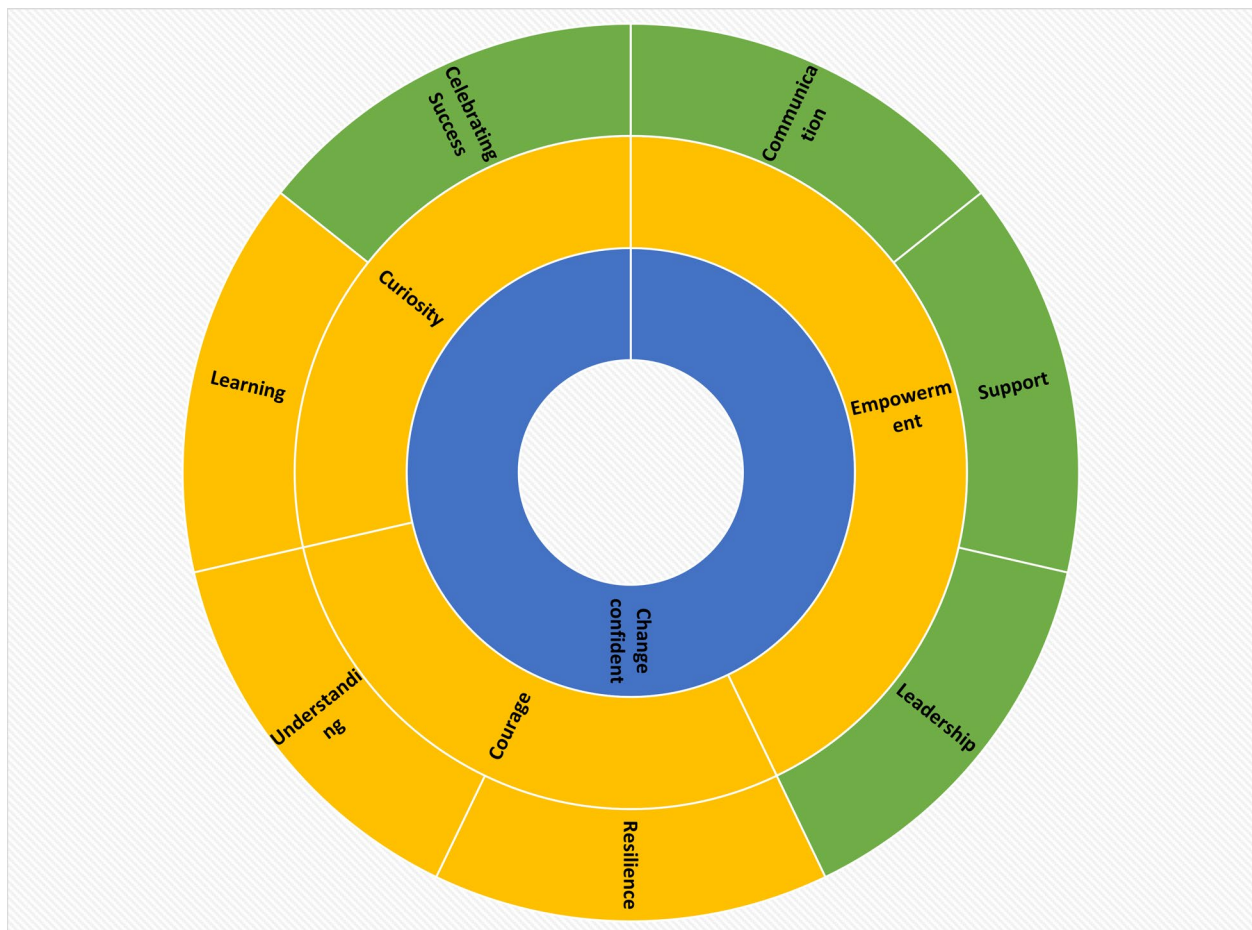
- The basis on which MVDC supports a specific partnership arrangement i.e., local delivery needs or skills that are not tied to locality but may be scarce/hold low resilience.
- How a partnership arrangement can support MVDCs Evolve 2026 objectives

- MVDCs areas of talent and strong expertise that, through investment, provide opportunities for growth, trade, or resilience.
- How MVDC can become a leading Council in its areas of strength, growing talent through skills and experience development i.e., apprenticeships, acting up opportunities, mentorship etc. to build capacity within identified areas of expertise.

Change Confident

A key part of being change confident is understanding the benefits of being active participants in organisational change, with an understanding of how Evolve 2026 will support the organisation to improve what we do and the way we work.

By building skills and confidence in effective leadership, support, active communication, and organisational learning, along with tools and techniques to build capability to deliver change, identifying areas of resilience and celebrating successes, we can build a culture of empowerment, curiosity, and courage. This in turn will create service adaptability, and capability to meet organisational aims and objectives.



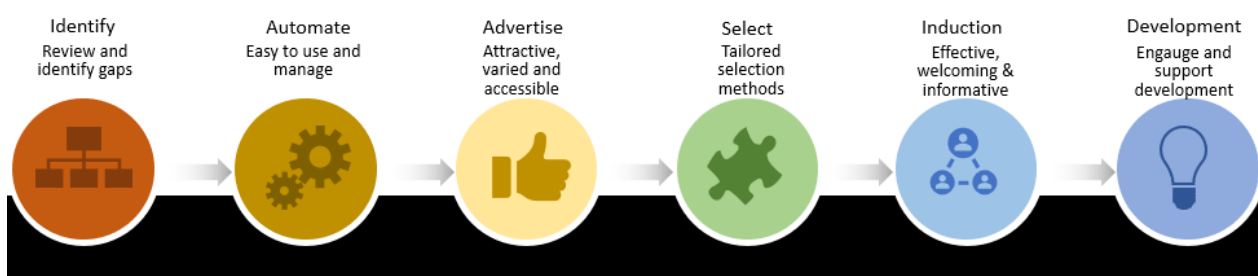
Fit for the Future

Following a successful review of our recruitment methods under the 2019/20 Organisational Development Strategy and introduction of the MVDC recruitment website, we saw a significant increase in vacancies filled. Dips in the recruitment market during and post Covid

pandemic has been offset at MVDC by tailored and targeted recruitment methods which have shown a steady increase in successful applications over 2022/23.

In short, we are more successfully recruiting to our roles than we have been in the past, and while successful recruit continues to require focus it is a positive first step. To support our services to meet their objectives effectively it is important that we have the right people, carrying out the right work at the right time and in the right way. We will focus on successful recruitment to specified roles, and how we retain talent, through:

- Identifying skills gaps in our workforce to meet current and future service objectives (challenging 'cut and paste' recruitment). This will include a clear understanding of the impact our 'shift left' approach will have on the roles and skills we will need under this new model (for example more digital experts, data analysts, operational excellence managers), as well as a clear understanding of our professionalised expertise requirements.
- Streamlining and automating recruitment methods to provide an easy-to-use platform for applicants and managers, reducing lead time, providing time for focused communication to support applicant retention.
- Using effective recruitment methods (internal and external) and inclusive forms of advertising and utilising social media.
- Review and development of roles that support the local economy in attracting next generation talent including work experience and apprenticeship offerings.
- Using tailored selection methods to draw out specific competencies needed for the roles and selling MVDC as a local authority that has a vision and is future focused.
- Providing an effective induction programme that meets the needs of the organisations, service, and employee through their first 6 months.
- Identifying areas for development and further engagement to support staff moving forward.



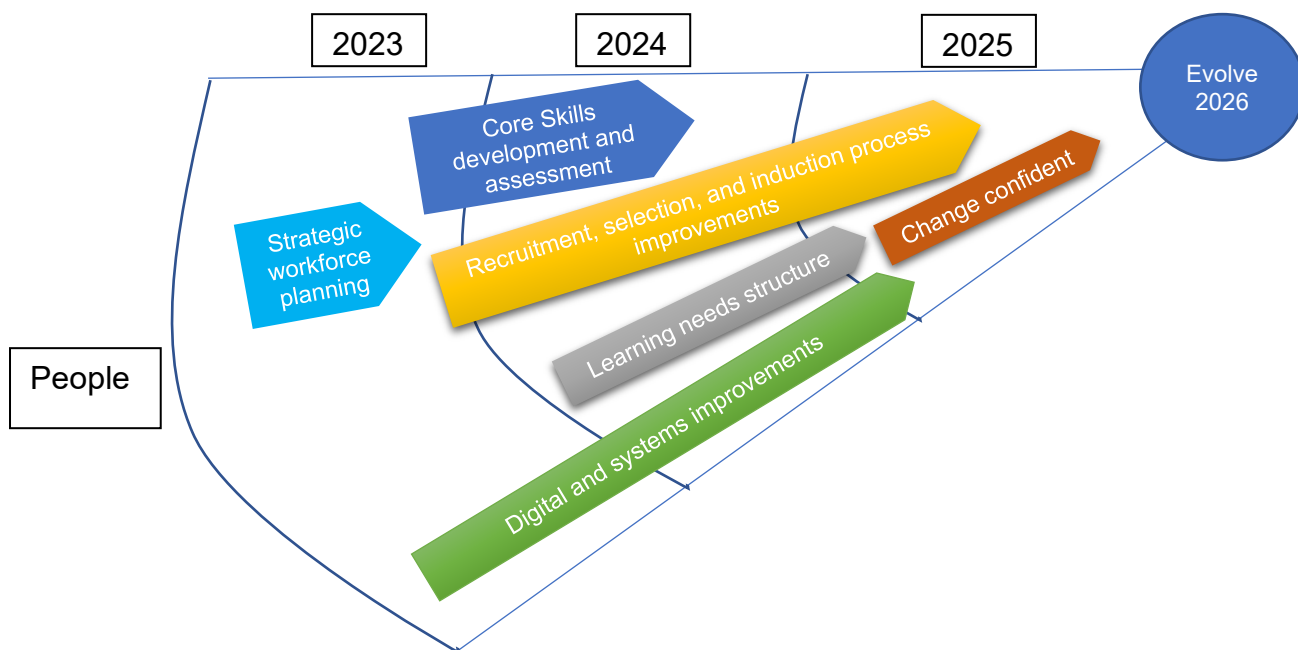
Design Principles

Digital by Choice – all people strategy objectives will be taken forward with automation and digital solutions considered to ensure the best use of people resources throughout process design. Time is precious and we will look to ensure that new people processes utilise your time in the best way possible, be it during the recruitment, onboarding or employee life cycle. Moving processes to a digital solution where it is suitable and sensible to do so, freeing up time to have effective and meaningful communication when it is best placed.

Future Focused Workforce – we will work to identify the core skills we need to meet our future needs and embed these within our job roles, performance reviews and recruitment processes. We will use targeted and streamlined recruitment, selection and induction processes to attract and retain the best people.

Pathway to Expertise – identifying skills gaps and developing clear and effective learning pathways to meet future service aims and objectives while building leadership skills and change confidence across the Council. Identify and supporting effective internal and external partnerships to maximise skills and capacity. Our people will feel developed, valued, and valuable and consider MVDC a great place to work.

Radar view



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Beyond 2026

Being change confident and capable is an ongoing strength in high performing organisations. The culture and structures of Mole Valley District Council should be better placed to see change continue beyond the life of Evolve 2026.

If we use the work of the next few years to set us up to continue to respond to change (be that legislation, technology or shifts in financial security) then will we keep the pace needed to be a constantly evolving public service delivery organisation.

By achieving our strategic aims in Evolve 2026 we will be a significantly different Mole Valley District Council. Looking at ourselves in 2026 we will be a council that understands and meets the needs of its residents and businesses, that is a modernised, exemplary delivery organisation and a great place to work – attracting the best talent and retaining our people because they feel developed and interested in their work.

We will harness data to see greater use of analytics to create insight and reduce failure demand for our customers. We will be more efficient and engaging, using technologies that people want to interact with because it makes their lives easier to do so.

There is much to be proud of in Mole Valley and by embracing the transformation the council can continue this into the future.

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Alternative formats

If you would like this document in another format or language, please contact Customer Services on 01306 885001 or email info@molevalley.gov.uk

Document history

Version date	Key changes made	Consultees	Approved by
0.1	First Draft	Mike Lea	
0.2	SLT amends	SLT	
1.a	Approved strategy	Pillar leads	SLT

Responsible Officer: Seonaid Webb
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