



Case Study

How Luton Borough
Council **Improved Services**
with Engage Process



Luton

!

Overview

Luton Borough Council, like many UK local authorities, operates under increasing pressures to maximise resources and increase efficiencies while delivering quality services. Fred Ralphs, Senior Change Analyst, is part of the Strategic Change team who are focused on addressing these challenges and driving transformation. Fred's passion and experience in Lean methodologies, human-centred design, and cultural change has helped shape and contribute to Luton's process improvement approach.

Before adopting Engage Process, Luton relied on traditional tools such as Microsoft Visio, Excel and PowerPoint for process mapping. These methods were labour-intensive, failed to account for rework, and produced unreliable outputs – making it difficult for teams to trust or act upon, and creating many challenges as a result.

Challenges



Limited staff engagement: Existing tools created inaccurate or overly complex process maps, causing distrust and limiting buy-in from frontline staff.



Ad-hoc improvement requests and siloed working: Early improvement efforts were reactive, service-led, and lacked a council-wide strategy or prioritisation framework.



Inefficient process documentation: Manual steps to extract data slowed down analysis and decision-making.

The Approach: Introducing Engage Process

Luton Borough Council implemented Engage Process as a catalyst for organisational culture change. Taking a collaborative approach, they work closely with services to ensure staff feel ownership of their processes. On the decision to utilise Engage Process, Fred summarises how it helped Luton to transition into a more modern and digital way of working;

“

It does the calculations for you, tracks rework, and gives us something we can actually rely on. It changed everything.

”

When it came to organisation-wide change, the team knew that software alone wouldn't deliver transformation. But, Engage Process was used as a tool—engaging frontline staff and managers to create buy-in.

This begins with the same principle: understand where we are today before fixing tomorrow. Some team members want to dive straight into the TO-BE (future state maps). As Fred reflected:

“

If you don't know where you are, how can you know where to go? That's why we always start with process mapping.

”

Key principles included:



Building trust through visibility: Engage Process enabled teams to visualise and understand their own work, revealing bottlenecks and rework that had previously gone unnoticed.



Simplified engagement: By involving both doers and decision-makers, Fred ensured early buy-in and reduced resistance.



Practical Lean methodology: Rather than emphasising terminology, Fred translated Lean concepts into accessible ideas—such as 'working smarter, not harder' and removing waste in processes—and demonstrated value through real-life impact.

Tangible Impact Across the Council

The Strategic Change Team have now delivered work across almost every area of the council. In each case, mapping and analysing processes with Engage Process led to improvements ranging from time savings to compliance efficiencies and better resource allocation.



Adult Learning



Adult Social Care



Housing and Homelessness



Customer Services



Parking



Complaints



Public Protection



Registrars



And many more...

From Archiving Paperwork to Real Savings

In one key example, a review of Luton's Adult Learning revealed an archiving process involving re-boxing and off-site storage. In exploring and mapping their processes, the team identified that scanned documents were now legally acceptable. This provided the opportunity to digitise legal documentation and eliminate paper-based archiving, saving substantial storage costs and staff time. As Fred explained, this one improvement identified for Adult Learning ended up having implications for the entire organisation;

“

We stopped archiving altogether. We scan once, and that's it. The time and cost savings were enormous and we applied that learning across the whole council.

”



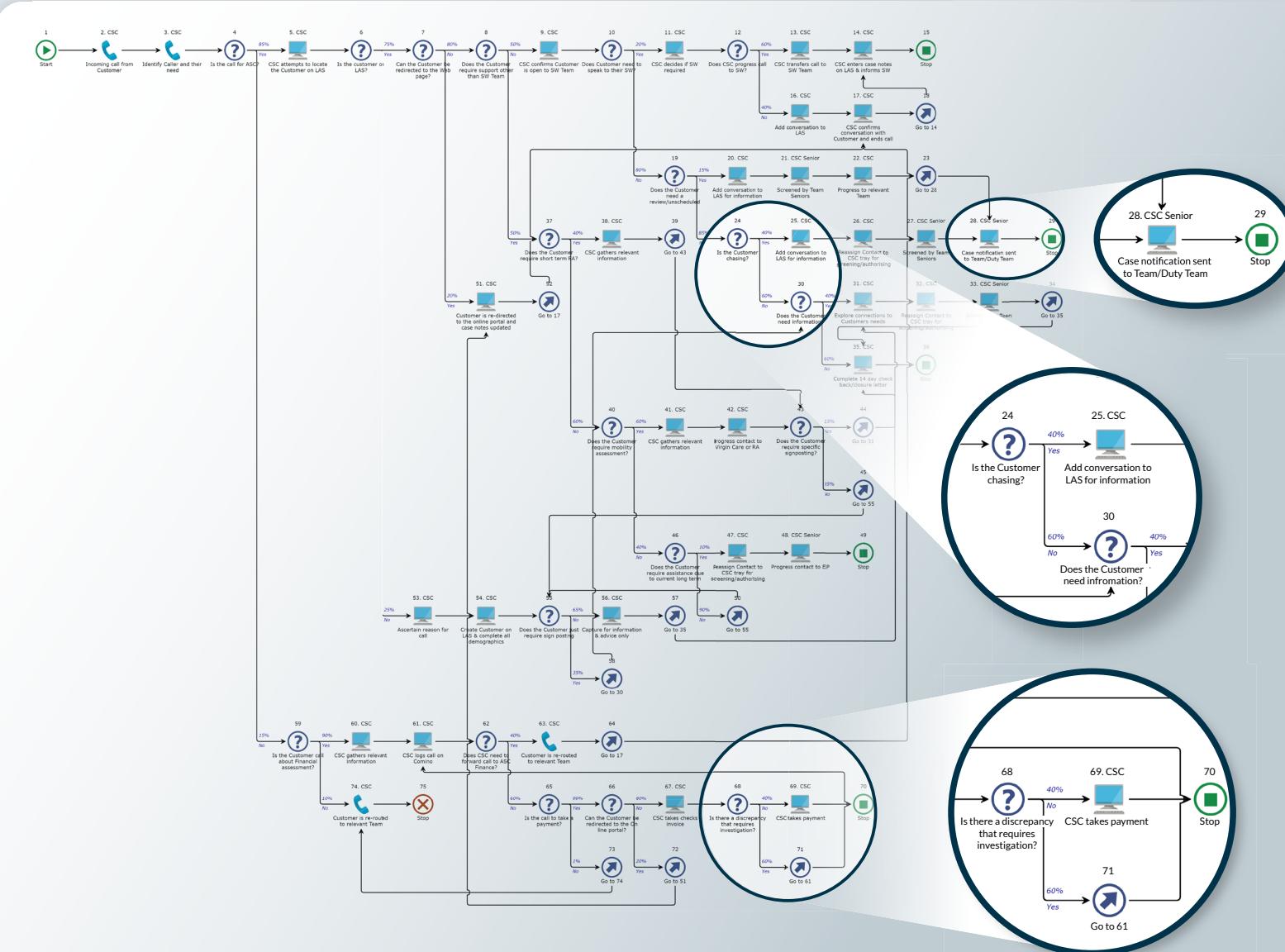
Customer Services Reimagined

Working with Adult Social Care's Customer Service team, Fred helped map out complex customer journeys and create a new process map that was not only accurate, it was embraced. Utilising input from the frontline staff, the resulting process map became a tool for onboarding.

Following this, Fred continued to work with the Adult Social Care teams, using process maps as part of its statutory audit preparation. Most recently, they utilised published maps and process handbooks within the Engage Process platform to comply with audit requirements from regulators at the CQC.

Utilising the Engage Process Viewer—which enables you to remotely share processes and provide feedback—Luton was able to submit their processes to external agencies, providing direct access and compliance without the need to export or reconfigure their documentation. This helped to streamline their operations by allowing teams to map, analyse, improve, publish, and submit their processes—all within the Engage Process platform.

Customer Services Example



Results and Redeployment

While Fred and his team don't start with cost-cutting as the goal, he does measure outcomes. The focus is on reducing inefficient steps, or "waste" in Lean terms, and improving effectiveness, using Engage Process to generate insights on areas to improve, and to calculate time and cost savings retrospectively.

One example saved over 5,000 working hours, equivalent to 2.5 full-time roles—without redundancies. Those hours were deployed, helping the council to avoid recruitment during a staffing moratorium.

“

We don't make people redundant, we make inefficient processes redundant.

”

With these savings, staff are instead redeployed or upskilled, improving satisfaction and strong service delivery.

What's Next

Luton Borough Council is now focused on building a full council-wide process handbook in Engage Process. This will provide:



A clear, centralised repository of every operational process.



Training resources for new employees and best practices.



A foundation for continuous improvement across all services.

Fred works alongside the project management office to deliver lasting change at scale and embed Engage Process into the wider transformation programmes. In summarising his efforts, Fred shared:

“

Every single thing we do, mapped, validated, and ready to improve. That way, when someone says ‘I think we can do this better’, they’ve got the tools to start. Continuous improvement is a horizon—it moves as fast as you move toward it. But now, we’ve got a compass.

”

Conclusion

Luton Borough Council's transformation story is not just about the latest tools or top-down reforms. It is a powerful example of what's possible when process improvement is driven by people, backed by insight, and supported by the right tools. Engage Process is a key part of that journey—enabling data-driven decisions, accelerating buy-in from the teams, and helping services deliver smarter, faster services. Fred sums it up best:

“

Everything has a process. And if it has a process, it can be improved.

”





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 globally use Engage Process on a daily basis. These include City of Edinburgh Council, Somerset Council and the Hyde Group.

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