



Case Study:
Cheltenham Borough Council

Getting employees
to be the driving
force of **Service
Redesign**



CHELTENHAM
BOROUGH COUNCIL

About Cheltenham Borough Council

In 2019 the council embarked on a wholesale modernisation programme. As part of its commitment to this, the council also recognised the need to embrace digital and customer-centric solutions when redesigning

the services. By involving customers and employees from the beginning, they managed to drive for efficiencies and create a cycle of continuous improvement.



Engage Process has provided valuable insights into how we deliver services and has been instrumental in helping to identify where and how to improve our services to residents. Through our investment in Engage Process we have developed the skills of our businesses analysts and project managers, which has greatly enhanced our organisational capability

Darren Knight, Executive Director – People & Change

Why Cheltenham Borough Council is working on Service Redesign

organisations are constantly challenged by changes in:



Customer
Needs



Funding



Central
Government

Many, if not all, local government organisations are constantly challenged by changes in funding, changing customer needs & expectations and national initiatives driven by central governments.

The recurring challenges, or drivers to improve, constantly force these organisations to keep looking inward. They need to find a balance between internal priorities and the demands from external parties.

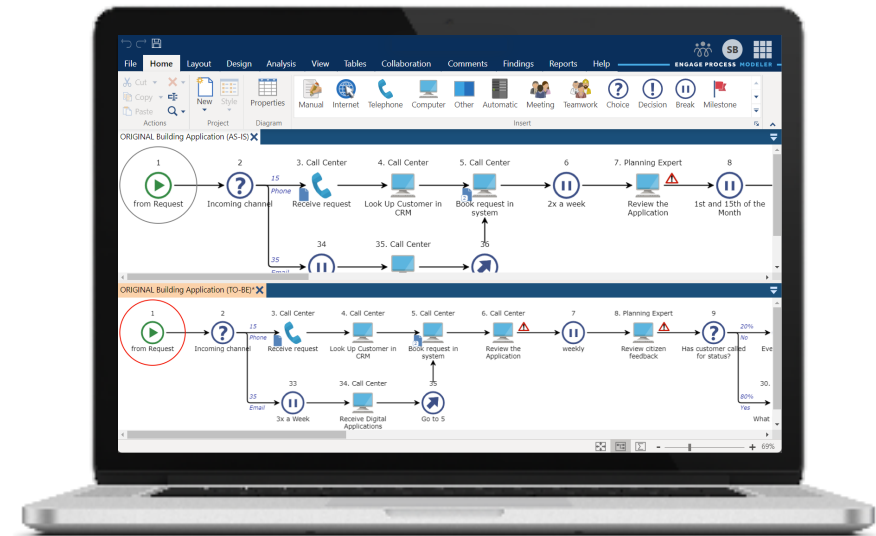
Cheltenham Borough Council is no exception when it comes to this, and having recognised the need to improve, began their redesign journey.

The council started by examining the whole organisation, to really understand their processes and services. They mapped a lot of processes in Engage Process, which became their baseline, the 'As Is'.

After analysing these processes, the council came to the following conclusion: the organisation is working hard, not smart. The council recognised the organisation wasn't structured in a way that could lend itself for collaborative working or a better experience for the customer. There were too many silos that didn't communicate with each other. This led to unnecessary costs and waste.

The redesign work that the council wants to deliver can encompass anything: new technology that needs to be acquired, activities to be replaced or removed entirely.

As long as the decisions are data driven, the council would consider it. This means that all these possible changes are then put into Engage Process, to analyse the impact.



Mapping AS IS and TO BE processes is easily done in Engage Process!

The process of Service Redesign

Let's dive a bit deeper in what the process of Service Redesign at Cheltenham Borough Council actually looks like.

The First stage was delivered by a central team. This was not done in isolation, but with help of the service managers, who have in-depth knowledge about their service area and deliverable processes. So, the first processes were mapped together with these managers and their teams. When this was completed, they analysed the processes, looked at the data and discussed the following questions:

- 1 Where are we now?
- 2 Where do we want to go?
- 3 Are there constraints in getting there?
- 4 Is there any legislation that might tie us down?
- 5 Are there activities in the current process that we can't change?
- 6 Are there activities in the current process that we don't need to do?



The service managers would then discuss the data with their teams. The requirement of each of these service managers is to deliver the redesign. Supported by other resources in the organisation, they are held accountable for the change and are expected to report back to senior management.



The next stage is then to restructure the roles. Together with the people that held these roles, they discussed what kind of roles the council would need moving forward. Once this is done, and the people are situated into their new roles, they will undertake the task to redesign their portfolio of services together with their teams. They will do this using the 'As Is' data that was collected in 2019/2020.



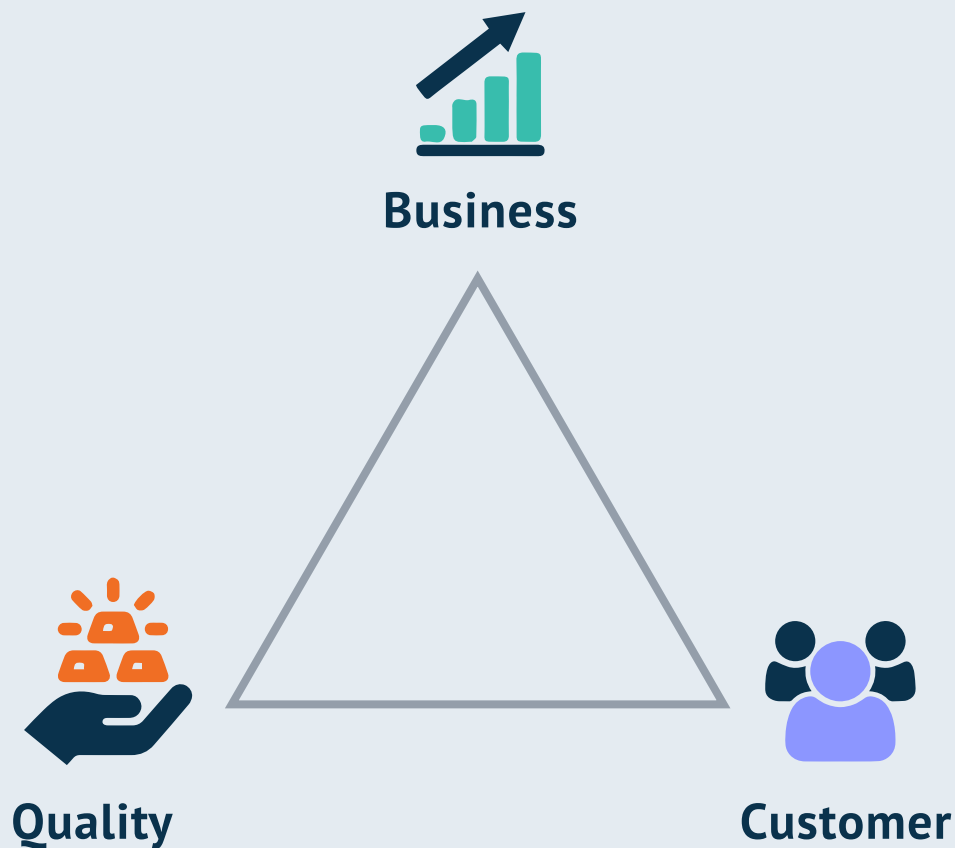
The final stage is of course the implementation of the redesigned services. Throughout the whole redesign journey, the council tries to involve their customer as much as possible. Let's take a look at how they do this.

How the council made their customers part of the redesign to maintain value

When redesigning your services, it's important to keep the customer in mind. A lot of changes can have impact on what you deliver. The council has a clear view on how to involve customers and stakeholders in the redesign work, to maintain or improve the value and quality. The steps that the council takes to involve the customer and other stakeholders:

- 1 Bring in focus groups consisting of customers and other stakeholders.
- 2 Discuss the redesign projects with them.
- 3 Ask them how they would like to see the process work, identifying their needs.
- 4 Set expectations in what can be achievable and what isn't and find a middle ground.
- 5 After the redesign work is done, bring the same focus group back to measure if the change is good.
- 6 Then look at the process again and check for other points to improve. This emboldens the groups as a means of continuous improvement for the organisation.

So why is it so important to involve the customer when redesigning? Sanjay Mistry, Programme Manager at Cheltenham Borough Council explained it as follows:



“Envision a triangle: where on one point you have ‘the business’, on another ‘the customer’ and on the last one ‘delivering high quality service’.

There needs to be a balance between these three points of the triangle. There is a certain amount of money that can be used (the business) when delivering services, the council wants to do the job as best as possible (delivering high quality), whilst maintaining requirements of the customer (the customer).”



Sanjay Mistry, Programme Manager

How they got the employees to be the driving force in change

Culture is one of the biggest challenges when it comes to discussing and improving processes. The council signed up to a number of ambitions that they wanted to achieve and one of those was to become a more commercially astute council.

According to Sanjay this means:

“Run the council like a business and run it like it’s your own money that’s being used. If this is the case, what way would you do it then, is it a waste? Get rid of it.”

This mindset shift is what was needed from Cheltenham Borough Council, so this is what they set out to do. When asked, Sanjay explained how they did this and why it works.

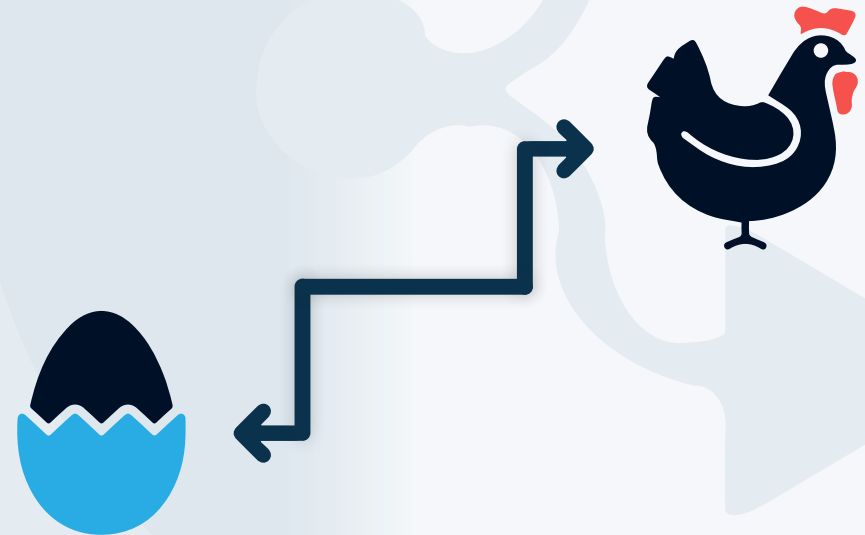
“The most important thing to help people see that, is the data. When you show people the data that rolls out of Engage Process, and ask them honestly if the process they see is broken or not, that’s where the shift kicks in. Because they know it’s their work that you’re talking about. They gain this sense of responsibility and accountability. Nobody wants to do a bad job, so they get involved in trying to make things better.”

The council tries to foster a culture of ownership. This way, people will take accountability when things are not going well, but will also take pride in what they're doing when things do go well.

Besides culture change and mindset shift, there are a couple of other challenges the council faces in this project. Sanjay briefly touched on those:

"There is always the element of capacity. We haven't got an infinite amount of capacity, of course we use redesign to free up capacity, but that's always one of the more difficult things to undertake. Everyone is busy, so no one has time to actually do the redesign, which actually creates a chicken and egg situation where change is slow."

Another factor Sanjay mentioned is ever changing priorities. Priorities are always shifting, so when one week the focus is on this topic, the next week it's on something else. Which evidently works against you when trying to establish a continuous improvement cycle.



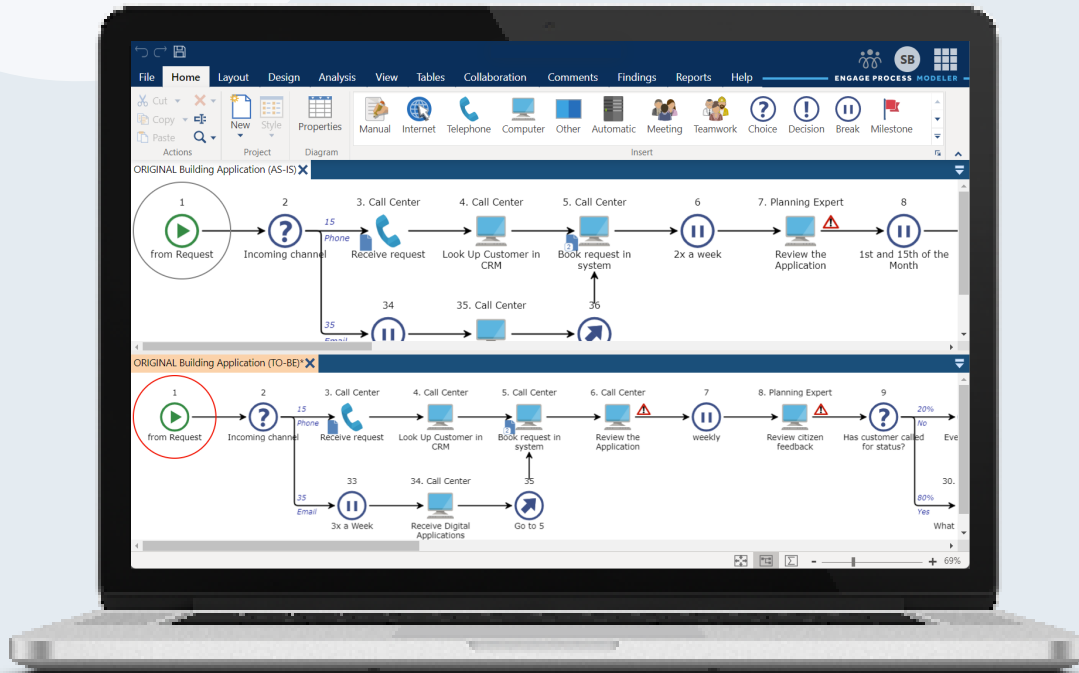
What users say about Engage Process

“The advent of Engage Process at Cheltenham Borough Council has lit the touch paper of change. Having a tool that captures rich metadata that can be used for process modelling and re-engineering takes it beyond the limitations of previously used process mapping solutions.”

Sanjay Mistry, Programme Manager

“The Engage Process tool has an accessible look and feel, for example, it uses simple icons and colour coding for value add activities and users are able to start mapping with minimal training required. It runs on powerful software that enables users to easily analyse processes based on the data captured and to produce reports detailing a large number of different variables including time, cost, value add etc.”

Jackie Rigby, Programme Manager



“Engage Process provides a set of tools that takes process reviewing from a brainstorm capturing what a process looks like today and then develop it to show what an improved process could look like, while all the time providing real and relevant data to back up any new proposals and changes. The technology also allows changes to be simulated in the mapping tool to test before implementation into the live environment. Engaging with the teams is pivotal, taking time to explain the logic behind the changes ensures a clear understanding of why change is needed and what improvements will be delivered.”

Richard Leslie, Business & Data Analyst



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.

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