Business Case **Glasgow**

Glasgow CITY COUNCIL

About Glasgow

Approximately 28,000 **employees**

Predicated 2023/2024 **savings** of just under £120 million

10 **Key services** within Glasgow City Council

28,000

£120M

10

Our role in SIIT (Strategic Innovation Information and Technology) is to gain insights into business operations to inform decision-making and pinpoint efficiency enhancements.

→ 🎯 Previous Challenges

Prior to the current process improvement efforts, we had several challenges.
This included:

- **Inconsistency** in our approach to developing processes
- **Lack of transparency** across the organisation, and
- Services working in **silos**
- **Use of multiple different solutions**, including Visio, Word documents, Powerpoint, and other off-the-shelf solutions. Producing meaningful data from these solutions is time consuming and inconsistent (identifying roles, costing, etc)

→ Transitioning from Visio →

When we made the decision to move away from Visio, this was driven by several factors:

Factor 1
Access to the tool was **limited and difficult** to share.

Factor 2
Insufficient visibility of processes across the organisation

Factor 3
Inflexible and **difficult to make changes** due to version saving

Factor 4
Reliance on **Specialists**

Factor 5
Formats and templated agreed in silos, creating a **barrier for collaboration**

Factor 6
Requires **manual orientation**

" Our Journey so far...

In addressing our challenges and realising the benefit of Engage Process, our trial involved the broader Glasgow family and concluded with highly favourable feedback. This helped us to overcome the silos and focus on processes organisation-wide.

We are now exploiting our Enterprise level of Engage Process across the Glasgow City Council to facilitate:

Documentation of operational processes for easy reference in Engage Process

Driving process enhancements in key areas like Education services, Neighbourhood and Sustainability services.

Stakeholders within GCC using Engage Process include Business Analysts, Operational teams, Project managers and Change management. "

What did Engage Process enable?
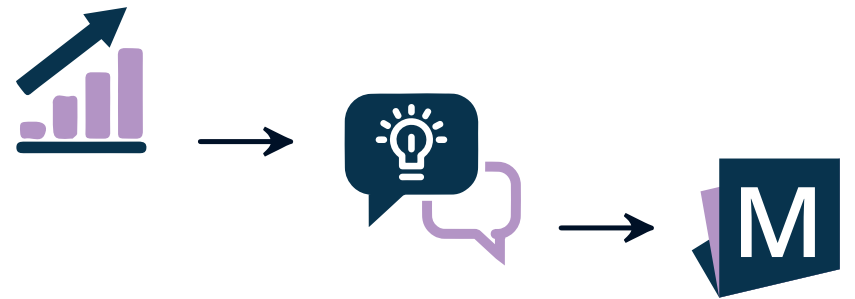
With a culture driven by continuous improvement and the need for collaboration and clear communication among our teams, we found the cloud-based Modeler to be the strongest solution. This enabled:

- Understand the 'AS IS' (current) and 'TO BE' (future) process comparisons at once to understand the impact of changes in real-time.
- Standardisation of processes to reduce confusion and inefficiency.
- Determining areas for potential cost reduction through the cost-benefit analysis.
- Highlighting non-value added steps in a process.
- Align related processes.
- Transparency and clarity of processes and activity across the organisation.

Engage Process benefits so far:

Encourages collaboration
- Ability to invite others to view and edit processes from anywhere, anytime
- Ability to approve / reject via Engage Process rather than seeking signoff via email.

Valuable reporting
- Enables effective change by using evidence-based decisions.
- Ability to utilise both time and cost analysis including roles.
- View statistics and create tailored reports.

Supports hybrid working
- Great facilitator of remote discussions.
- Being device agnostic is advantageous. It works on any browser-supported device.

Planning for the future with Engage Process

Standarisation

Naming conventions

Structure

Governance

Reporting

User and Role Profiles

Consistency

" More Benefits!

Cloud-based solution to improve collaboration standards and transparency

Evaluate processes by lead time, cost and role-based processes

Ability to demonstrate tangible cost savings clearly

Evaluate processes at a granular level

Ability to transfer process description steps to excel to support the completion of requirements "