Business Case

NORTH YORKSHIRE COUNCIL

Challenge and background

- April 2023 saw the **creation** of a new unitary North Yorkshire Council as part of local government re-organisation (LGR) in the area
- Process brought **7 districts and boroughs and 1 county council** together
- Merger proposed to bring **£30 to £60m of savings annually** from unitarization which needed to be realised within a couple of years
- Since then, additional savings pressures are squeezing budgets, with inflation, cost of living, increasing **demand from customers** especially around SEND, etc.
- Additional challenge of scale and cost of delivery – England's largest rural County with **615k people**
- April 2023 created one council as a safe and legal entity – but the work to review hundreds of services and how they operate remained – approaching 1,000 in the longer term
- Teams brought together **through restructures** but fundamental process redesign still to do in majority of service areas

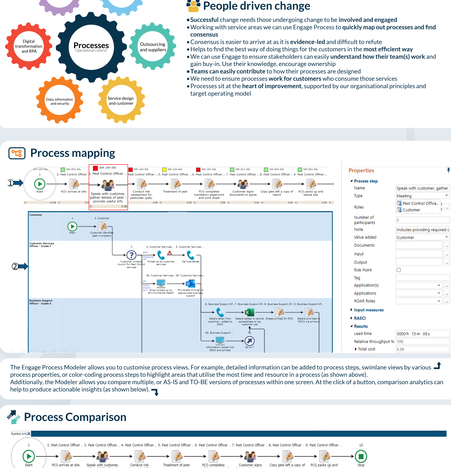
Identifying opportunities

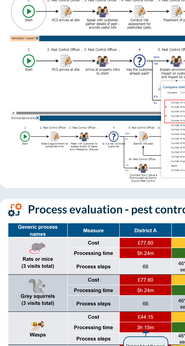
- Service transition from 7 or 8 ways of working to one
- Working with the service and staff to understand their environment and culture
- Understanding the goals of the service
- Understanding and Analysing the "As Is" to identify potential opportunities and efficiencies
- Helping to re-design processes to form a "To Be"
- Bringing services on the journey
- Want to identify the most efficient and optimum process for our customers

Convergence complexity

- 7 or 8 sets of processes
- 7 or 8 teams of people
- 7 or 8 ways of working
- 8 sets of technology
- 7 or 8 sets of policy
- 7 or 8 separate finance budgets
- 8 cultures

From strategy to execution





People driven change

- **Successful** change needs those undergoing change to be **involved and engaged**
- Working with service areas we can use Engage Process to **quickly map out processes and find consensus**
- Consensus is easier to arrive at as it is **evidence led** and difficult to refute
- Helps to find the best way of doing things for the customers in the **most efficient way**
- We can use Engage to ensure stakeholders can easily **understand how their team(s) work** and gain buy-in. Use their knowledge, encourage ownership
- **Teams can easily contribute** to how their processes are designed
- We need to ensure processes **work for customers** who consume those services
- Processes sit at the **heart of improvement**, supported by our organisational principles and target operating model

Process mapping

The Engage Process Modeller allows you to customise process views. For example, detailed information can be added to process steps, swimlane views by various process properties, or color-coding process steps to highlight areas that utilise the most time and resource in a process (as shown above). Additionally, the Modeller allows you compare multiple, or AS-IS and TO-BE versions of processes within one screen. At the click of a button, comparison analytics can help to produce actionable insights (as shown below).

Process Comparison

Process evaluation - pest control

Generic process name	Measure	District A	District B	District C	District D
Rats or mice (3 visits total)	Cost	£77.60	£57.84	£58.97	£57.34
	Processing time	5h 24m	4h 05m	4h 47m	4h 36m
	Process steps	66	46* EXCLUDING service delivery	75	94
Grey squirrels (3 visits total)	Cost	£77.60	£57.84	£56.82	£58.24
	Processing time	5h 24m	4h 06m	4h 47m	4h 38m
	Process steps	66	46* EXCLUDING service delivery	55	85
Wasps	Cost	£44.15	£28.42	£30.23	£25.68
	Processing time	3h 15m	2hr 08m	2h 53m	2h 18m
	Process steps	32	46* EXCLUDING service delivery	55	59
Ants	Cost	£28.42	£30.23	£21.15	
	Processing time	2h 08m	2h 53m	1h 50m	
	Process steps	32	46* EXCLUDING service delivery	55	53

District A had the most expensive processes and lowest

Process redesign

- Using our findings to feedback to senior leadership
- Engaging all levels of the service
- Incorporating culture and ways of working
- Designing a new, singular process with customer and users in mind
- Increasing efficiencies for the organisation and standardising service provision

How we've been identifying opportunities and driving organisational change

1098 processes mapped

41x system accounts created and using process software

~Approx 200 as-is processes for finance system replacement

2 pilots NYES and Property

- Developed a range of value-adding analysis products and services to meet key challenges.
- Targeting high priority, high value pieces of analysis that help realise the biggest savings and improvements
- We aren't working top to bottom, focussing on service teams before mapping and analysing the whole organisation
- Teams and services are going through restructures making it difficult to do everything in a logical order
- Any to-be analysis is banked for the future, but have gained extensive analysis experience and service knowledge

← We will need to circle back at a future point to map out missing processes ←

Whats next?...

Key transformation tool

- Continue to use Engage Process to support transformation projects and programmes and extend to fully adopt all useful features e.g. Teamboard
- Once biggest changes complete – circle back to the beginning of the organisation and review how we map, share and link processes and revisit best practice; identify any areas that haven't been mapped or converged
- Using Engage Process to map customer/user journeys, form flows and identify other opportunities

Provide tools to the wider organisation

- Start to embed in the business for future continuous improvement – empowering the organisation to do their own continuous improvement better
- Train and encourage services and teams to self-serve by mapping their own processes in a more visual way to easily identify further process improvements.
- Keep listening and collaborating, continue to improve processes, make savings and transform services to deliver value

Governance and best practice

- Build a unified network of processes aligned with the corporate TOM (e.g., finance payment methods mapped once).
- Reassess governance, approvals, and roll out Engage Process across the organisation.
- Enhance process quality, repeatability, and standards.
- Review best practices, provide support, training, and guidance.
- Align tools with enterprise architecture principles.

Best practice process management networks

- Strengthen relationships with other councils and public sector bodies to share Engage Process knowledge, best practices and enable benchmarking
- Foster continuous learning and understanding through resources, training, and knowledge-sharing session
- Support colleagues and partner organisations in overcoming challenges by offering guidance, collaboration opportunities, and practical solutions

Internal perspectives to our approach

The street naming and numbering service review quickly established not only good practice to be shared, but also discrepancies and opportunities for improvement. The outcomes were well documented and communicated as well as potentially sensitive and conflicting matters discussed professionally and with due care for all involved. The overall outcome will no doubt be a more efficient, cost effective and customer focussed service.

Street Naming and Numbering Service Lead

As a life-long Visio user I was sceptical about Engage Process as yet another piece of process mapping software, but after seeing the tool in action I'm now a fan. Unlike Visio where your colleagues need to understand what various shapes mean to contribute to mapping, Engage uses easily understandable images so the process is much more collaborative. Adding and removing steps in a workshop setting is quick and painless. The ability to switch between standard, swim lane and system views at the press of a button saves days of effort compared to other solutions, and the analysis tools are very powerful in demonstrating available opportunities. I intend to embrace Engage as a tool for recording processes in Property Services.

Property Intelligence Manager

What is Engage Process and why use it?

Collaborative process mapping tool | **Quicker and more efficient** | **Visual and easy to understand** | **Analyse and compare** | **Reporting**

Engage Process is a browser-based application to depict, analyse and model business processes and connect the organisation and its services.

Productivity

- Reduces mapping time for multiple projects
- Easy to link processes across services
- Information added to system once e.g., roles, costs, systems
- Reduce lead times
- Reuse of patterns

Reduce Service Costs

- By identifying and eliminating waste and inefficiencies in processes
- Ability to highlight process risk points
- Do more with team (more value adding tasks)
- Automation and self service

Analysis

- Integrated calculation functions makes it easy to compare similar processes, their costs and value for money e.g. as-is and to-be processes (happy path)
- Multiple metrics to support analysis

Usage Options

- Easy drag and drop functionality
- Auto-arrange function
- Different views to show information in different ways e.g. roles, applications or whole process
- Customisation of maps (fonts, colours, wrap around page etc, icons)
- Back-end table changes enables efficient bulk update of maps

Reporting

- Reporting provides an overview of the impact of suggestions to process changes for the service.
- Available at step level detail and are configurable.
- Ability to print report or diagram only

Visibility

Visual ease of understanding through:

- Intuitive icons
- Ability to highlight steps as Value Added or not
- Easy to share reports and diagrams for comments – tracking changes
- Ability to link to other processes and documents
- Risk management
- Privacy and GDPR
- Financial Control

EngageProcess

3 Waterhouse Sq, Greater London,
England EC1N 2SW, United Kingdom
T: +44 2045927949 W: engageprocess.com