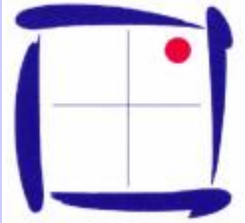


## Case Study:

# Canterbury City Council Redesigning Key Services for a Corporate Contact Centre



### The Challenge

This District Council knew they had a challenge in implementing a Corporate Contact Centre, however they needed assistance in understanding the methodology for implementing services into a Contact Centre and how the actual processes would be split between 'front office' and back office'.

ValueAdding.com Ltd were asked to assist in an 'expert friend' capacity to analyse their processes within, Planning, Housing and Revenues and Benefits to identify how the processes would need to be Re-designed to implement into a Contact Centre model.

### The Solution

Within each of the services:

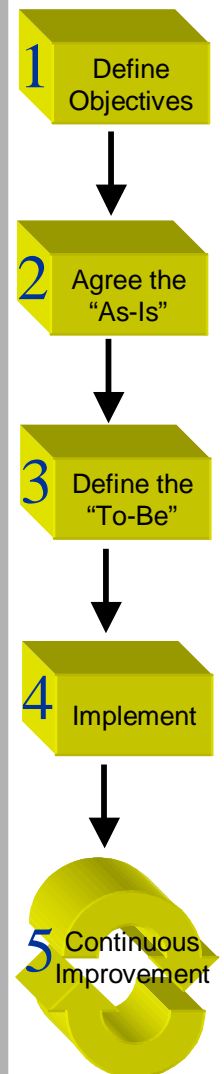
- Ø Train Senior Managers and staff on the Business Process Redesign methodology and gain agreement;
- Ø Quickly assess the current, 'As Is' of the core processes within the three Service Areas, Planning, Housing and Revenues and Benefits;
- Ø Build an understanding of likely volumes of transaction for core processes and the likely impact on the Contact Centre;
- Ø Deliver a proposed Contact Centre model;
- Ø Identify the next steps the Council must take to implement a Contact Centre;
- Ø To assist in the change programme we used a very much collaborative approach with staff of all levels to understand the processes.

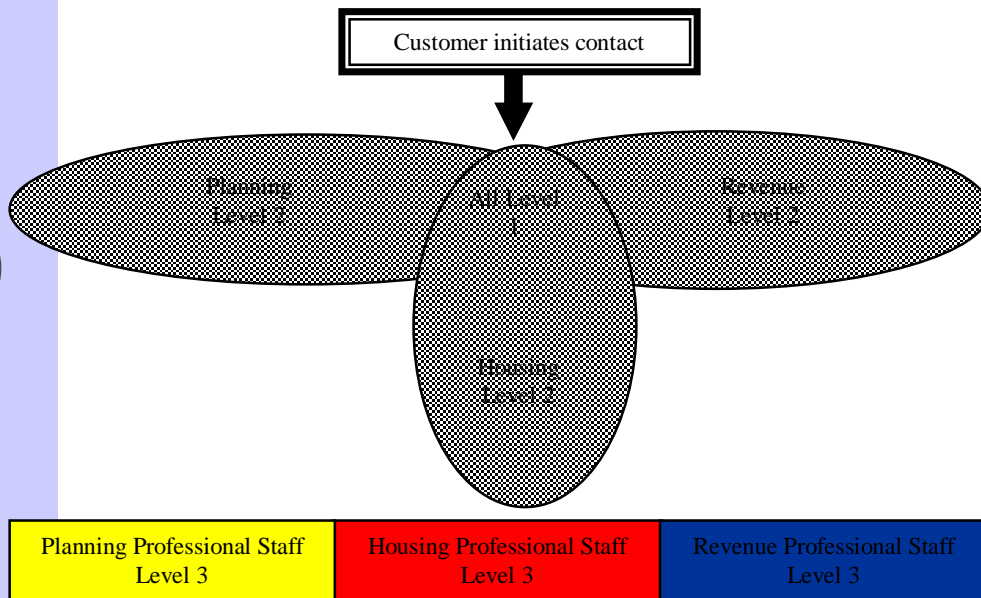
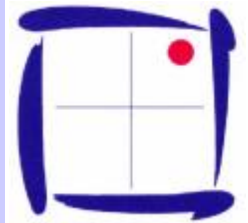
### What We Delivered

Through a series of workshops, interviews and investigation activities we:

- Ø Mapped the current processes;
- Ø Identified key issues and the areas for improvement;
- Ø Redesigned the processes at a 'principle' level for inclusion into a Contact Centre;
- Ø Identified next steps for the Project to implement services into a Contact Centre.

Our 5 step approach confirmed that a Corporate Contact Centre model could support the service areas. Further more, that by categorising the processes and their outcomes in terms of Skill levels (1,2 & 3) required to complete the outcome, there could be a clear demarcation within the processes as to what was 'front office' and what would be the responsibility of the 'back office'.





Proposed Contact Centre model with Skills

### The benefits

The senior managers and staff were involved in the entire process and this helped to ensure understanding and buy-in to the future vision;

- Ø The 5 step methodology was approved as being the Council standard when analysing processes;
- Ø By having two CCC staff shadowing and participating in the Project, we were able to train them on the methodology achieving skills transfer;
- Ø The impetus and desire to analyse and change the way they do business was embedded through the hierarchy in the service areas with our collaborative approach;
- Ø The project was completed in just eight weeks.

As a direct result of this work the Council started to adopt a 'joined up thinking' approach between services, such as Housing and Revenues. This allowed for the integration of Customer Service staff at parish offices with a marked improvement in Customer waiting times and staff morale. An example of process improvement successes was that we identified how Housing would be able to reduce their processing time for credits from 3 weeks to 2 day.

From this work the Council were then able to approach a Corporate Contact Centre model with the confidence that it would be right for them in terms of Process, but as importantly that they had a methodology and staff buy in to achieve it.

### Quote from Angela Waite – Head of ICT, Canterbury City Council

*"The feedback I've had from all involved in the Project has been very positive, absolutely well done. We would be happy to be a reference site for the process mapping work you did for us."*

