

Case Study: South Kesteven District Council - Step by step to Service Centre Implementation

The Challenge

As part of its Modernisation Programme, South Kesteven District Council (SKDC) had committed to the development of a new Customer Service Centre (CSC) with improved, more efficient ways of working in the back office.

Recognising the size and scale of the challenge ahead, the Council requested external expertise to introduce a standard framework and methodology for Business Process Redesign (BPR).

Our challenge was to train and transfer skills to their newly created BPR Team, whilst working with them on their first project in Environmental Health and Licensing (EH&L). This approach would deliver benefits for the longer term, as the Team would use their newly acquired skills to 'roll out' the programme across other Council services.

The Solution

As a Team we needed to:

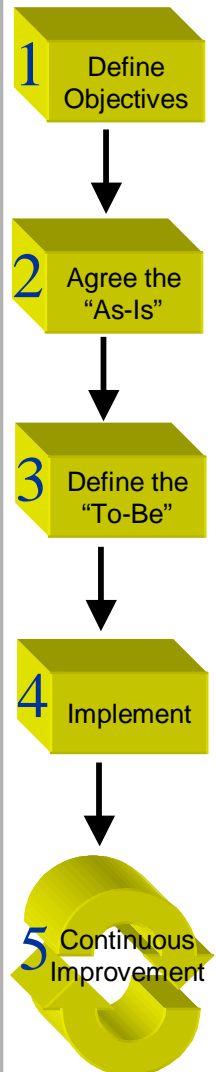
- Ø Describe the tasks and activities in EH&L that should be transferred into the Customer Service Centre
- Ø Recommend process improvements in Back Office activities
- Ø Prepare detailed process maps for both Customer Services and EH&L
- Ø Write scripts for use by Customer Service Staff
- Ø Develop a Change Programme for Back Office staff

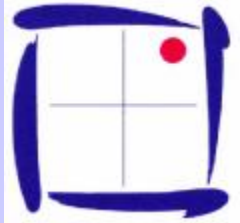
Implementation

It's no secret that the hardest part of any project is the Implementation stage. Having worked with the team throughout step 1, 2 and 3, SKDC asked us to support them in that crucial 4th step and provide an 'Implementation Toolkit' that they could adopt for future projects.

Ian Yates, Director of Operational Development at South Kesteven said:

"ValueAdding.com had done an excellent job in the 'As-Is' and 'To-Be' stage. This included transferring the skill sets required to the SKDC staff and driving this first stage through to completion. It was an obvious choice to continue to work in partnership using ValueAdding.com to manage the 'Go-Live' pilot project. We just didn't have the time or capacity in house to focus on implementation and to pull it all together. It's true to say that the project just wouldn't have been completed on time without that external 'drive'".





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What we delivered

- Ø A full training programme in the techniques of BPR with ongoing support for its participants
- Ø Awareness workshops for senior management regarding the methodologies and potential impacts of BPR across functions and departments
- Ø Instruction in the use and facilitation of workshops as a method of achieving buy-in from staff to any proposed changes
- Ø Supervision and leadership for the BPR team whilst delivering their first project
- Ø Preparation, verification and analysis of existing "As Is" processes in EH&L
- Ø Preparation and verification of the new "To Be" processes to be included in the Customer Service Centre and Back Office environments
- Ø Analysis of "non-cashable" efficiency savings using our own Activity Based costing model (GEM)
- Ø Instruction in the basics of Project Management in line with PRINCE2 methodologies, including preparation of milestone and project plans, risk assessments and programmes of change
- Ø Development of training programmes for all staff affected by the change
- Ø Support in the 'scripting' of all processes into the CRM (Customer Relationship Management) system.
- Ø A Service Level Agreement between the front and back office, which also included clear process measures
- Ø Recommendations for Continuous Improvement

The benefits

The Council now has:

- Ø A corporate approach and proven methodology for ongoing BPR and project implementation
- Ø A fully trained, in-house team of BPR Practitioners. They can now bring additional services into the CSC, thereby improving efficiency and reducing costs.

