

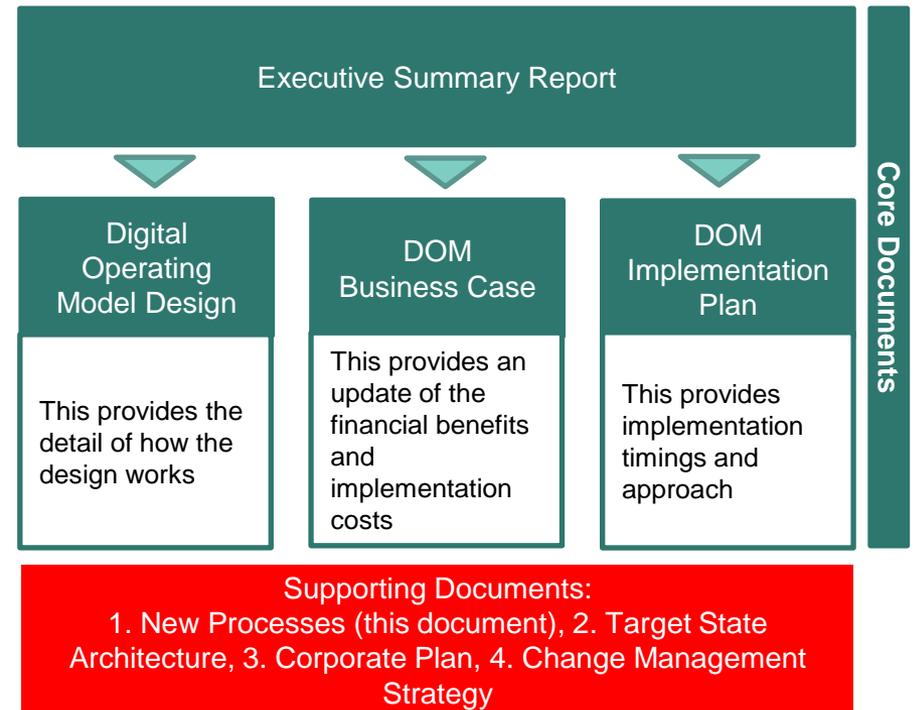
DIGITAL OPERATING MODEL – DESIGN PHASE SUPPORTING DOCUMENT 1: NEW PROCESSES

FEBRUARY 2017

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Purpose: This document demonstrates the approach to process redesign used during the design phase of the Digital Operating Model (DOM) and contains the list of the 80 business processes that were prioritised and redesigned during this phase.

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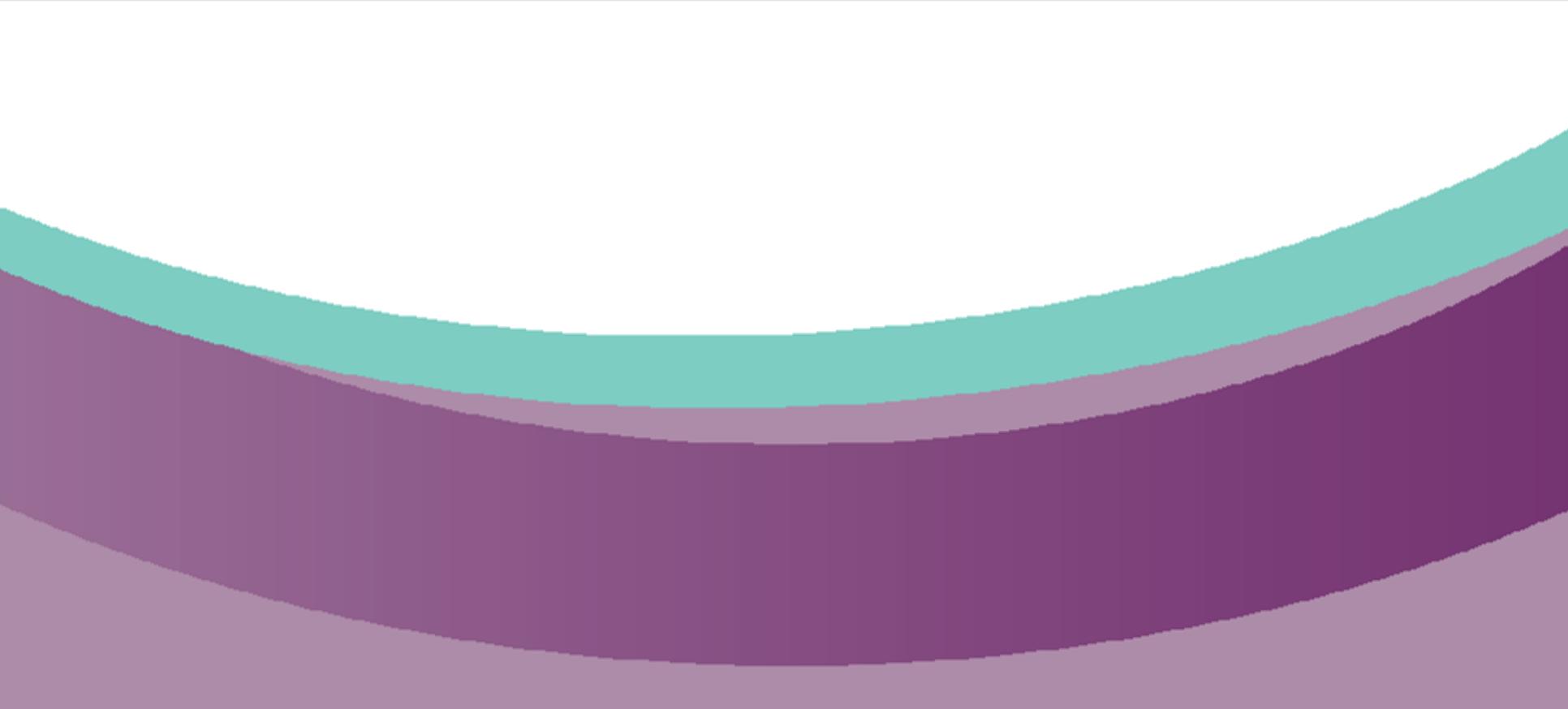
The documents are available and can be found at:

<http://www.bedford.gov.uk/DOM>

DIGITAL OPERATING MODEL – DESIGN PHASE

SUPPORTING DOCUMENT 1: NEW PROCESSES

1. CONTEXT & APPROACH



1.1 PROCESS LED APPROACH

A process led model has been developed to simplify and streamline processes and procedures. This **'one best way' approach** allows our resources to be used in the most efficient and effective manner. This 'one best way' gets defined as a **'process'**, for which there is a single owner. During the design phase we have used this approach to develop process frameworks that list and structure Council processes and prioritised 80 to redesign during this phase with service areas.

Key features of our approach

- ✓ Achieve consistent high level (Level 1/2/3) process definitions across the Council
- ✓ Focused priority to-be process design (Level 3) in areas that met the criteria
- ✓ Worked with service representatives to share best practice in line with the wider ambition and principles (see next page), challenging existing ways of working

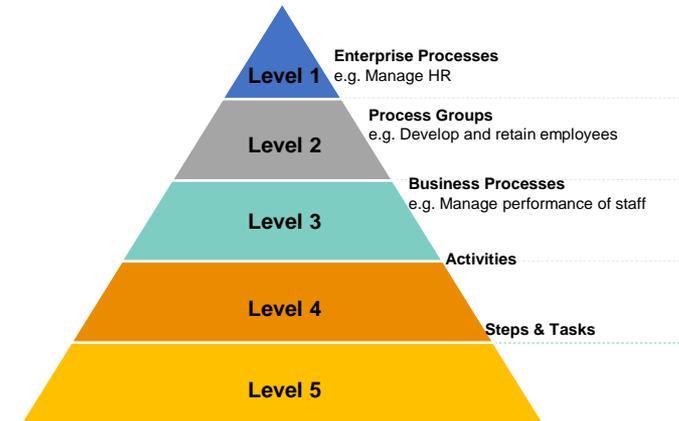
What are the benefits of a 'one best way' approach?

- ✓ A Council-wide approach to planning
- ✓ Processes are simplified and costs are reduced
- ✓ Data quality and management information are improved
- ✓ Processes are managed independently of functions, ensuring 'one best way' across multiple functions
- ✓ The same service can be delivered to service areas from a central source
- ✓ Service areas benefit from learning, development and continuous improvements across processes simultaneously
- ✓ Customers (internal and external) receive a more consistent experience

Role of the process owner & organisational design

The organisation design will allocate 'process owners' at different levels of the Council providing a single point of accountability. They are accountable for the end-to-end design of the process, its efficiency and effectiveness, defining key performance indicators to measure delivery against it, and for continuously improving the process going forward. The owner will also need to anticipate demand so that they can design and implement the process effectively, and monitor the process to ensure all service areas comply with it.

Process Framework & Level of Detail



1.1 PROCESS LED APPROACH – DESIGN PHASE

Over thirty working sessions were held with service representatives throughout the design phase to map and redesign a prioritised list of 80 processes. These were also used to inform the wider Digital Operating Model design, and provide evidence based assumptions on the opportunities from the remaining processes that were documented and discussed during this phase (see below). **These working deliverables will be used to inform and continue the detailed process mapping during implementation.**

Front office processes

221

Level 3 Processes Identified during the design phase

110

Level 3 Processes reviewed in workshops – opportunities to automate and self-serve discussed

50

Level 3 processes redesigned with and signed off by service areas

80

Level 3 processes redesigned with and signed off by service areas during the design phase

Enabling and strategic core processes

241

Level 3 Processes identified during the design phase

141

Level 3 processes reviewed in workshops

30

Level 3 processes redesigned with and signed off by service areas

1.2 DESIGN PRINCIPLES – CASE FOR CHANGE

The following principles were developed with the Council’s Management Team, and approved by Members as part of the *Case for Change*, to guide the design of each layer of the operating model. **Each of the redesigned processes were reviewed against the design principles. This ensured they were in line with the ambition of the Council, the wider Digital Operating Model design and stretched the boundaries of what is possible, suitably challenging current ways of working.**

| Principle domain | Principle |
|-------------------------------|--|
| Customer Contact & Assessment | <ul style="list-style-type: none"> We will consolidate assessment activity where we are collecting the same information and/or duplicating assessments We will promote self-assessments and automation at every opportunity We will grow our capability to deliver programmes in partnership with our communities and our partners, operating as one Council and cutting across Organisation boundaries |
| Bedford BC Services | <ul style="list-style-type: none"> Minimise the time and resources on services where there may be others who could do it better or for less than us, or where they no longer need to be done by anyone |
| Support & Enabling Services | <ul style="list-style-type: none"> There will be a mixed economy of in-house and external provision of support services with external provision where others could do it better or for less We will continue to trade our services where there is a need or financial gain Support service activity will be consolidated, bringing together common processes/ activities from across the business The services offered by support functions will be reviewed and re-focused to prioritise areas the Council values We will drive automation and self-service in back office processes at every opportunity We will adopt standard, simplified processes that are consistently applied across services, with clear process ownership Support services will be able to flex and scale up/down at minimal additional cost, to support our growth ambitions Support services will use consistent standards and service level agreements (SLAs) when contracting with service users to manage expectations and focus activity |
| Strategic Core | <ul style="list-style-type: none"> The strategic core will operate as a corporate service We will have one clearly defined vision, strategy and set of values which guides everything we do for the borough and is promoted and understood by all of us The Corporate Plan will be determined at the corporate level and services will set business strategies within this Business intelligence and management information will be produced from the strategic core The Council’s direction will be determined by corporate outcomes. Services will be held to account to achieve these outcomes Processes will be simplified, standardised and shared across the Council |

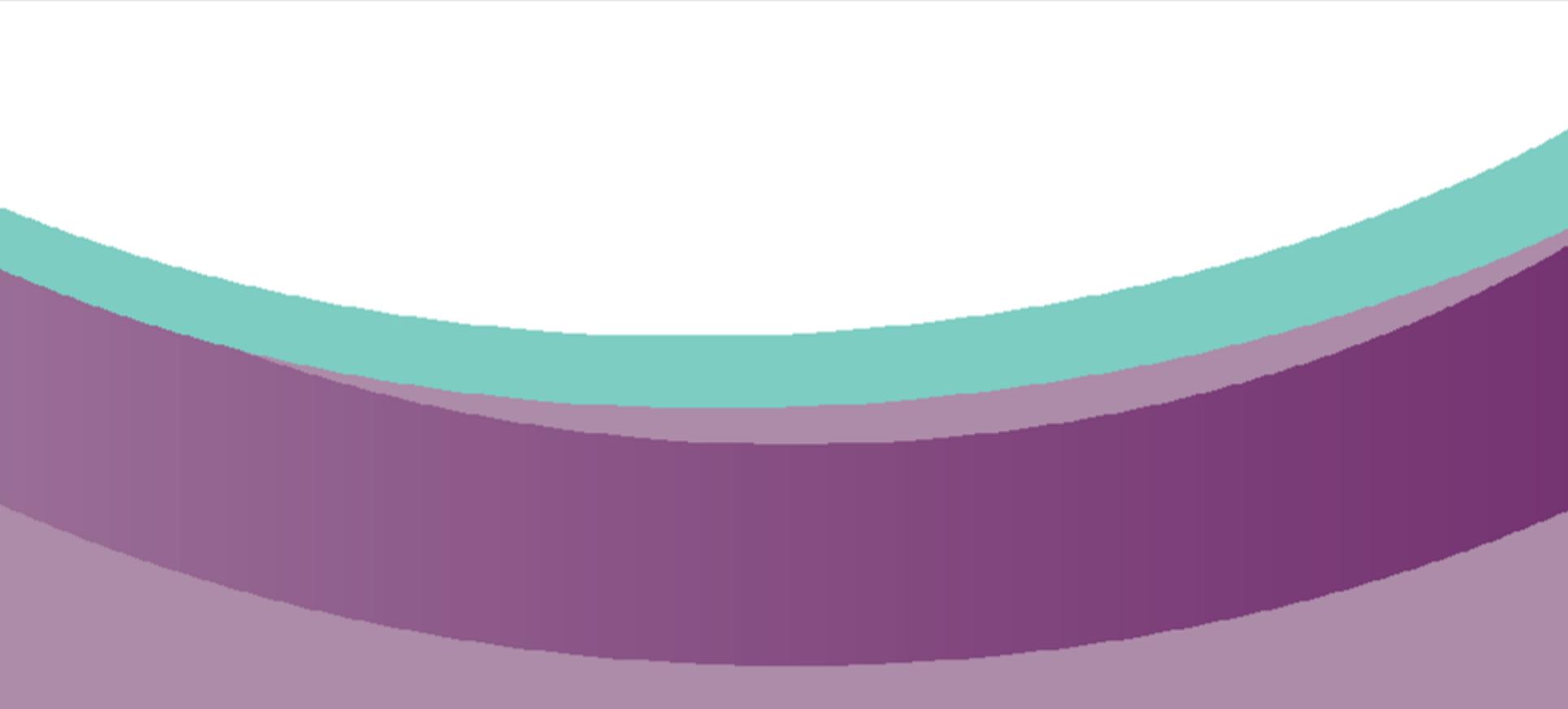
1.2 DESIGN PRINCIPLES - DIGITAL

At the very start of the programme, the team worked with Council Members and the Management team to develop the following statements to describe the underlying principles for future contact with the Council. **Each of the redesigned processes were reviewed against the design principles. This ensured they were in line with the ambition of the Council, the wider Digital Operating Model design and stretched the boundaries of what is possible, suitably challenging current ways of working.**

| Channel | Principle |
|--|---|
| Online channel | <ul style="list-style-type: none"> • Primary channel for all services • User's experience at the heart of design – it will be pleasant, fast & efficient • Act as a single front door for residents contacting the Council • Enable residents to complete transactions and assessments at first contact • Divert demand to partners and other agencies at every opportunity • Proactively provide clear and relevant information, removing the need for residents to contact us |
| Digital technology and platform | <ul style="list-style-type: none"> • Create a 'digital passport' for each resident, delivering a personalised experience every time • Regularly seek feedback on our residents' experience and expectations so we constantly improve • Maximise the sharing of data across the public sector, collaborating with our partners to achieve the best outcomes where appropriate • Keep residents regularly informed of progress through any interaction with us • Encourage and support digital communities for specific interest groups and services, providing a platform for issues to be discussed and resolved without the need for us to intervene • Bring groups together to collaborate around and support an individual and their needs • Give communities the tools to participate in the way we design and deliver services • Perform tasks requiring human intelligence (artificial intelligence) if it works and delivers benefit |
| Traditional channels | <ul style="list-style-type: none"> • Provide a common digital entry point for residents to access our services • Used to assist and support residents with digital transactions - provide same level of service as online • Accessed after a triage with digital channels promoted first |
| Specific channels | <ul style="list-style-type: none"> • Maintain face to face services for digital support, complex assessments and emergencies • Provide outreach services for residents that need support • Use one telephone number for residents to contact us and outgoing communications • Eliminate all public facing email addresses, replacing with online functionality wherever possible • Send all emails from 'no reply' addresses and from employee or Council inboxes by exception • Reduce all outgoing letters, only offering by exception or when there is a statutory requirement • Provide SMS or email confirmations as the default options (opt out rather than opt in) • Scan and shred all incoming post on receipt |

DIGITAL OPERATING MODEL – DESIGN PHASE SUPPORTING DOCUMENT 1 : NEW PROCESSES

2. 80 PRIORITISED PROCESSES



2.1 CRITERIA FOR PRIORITISATION

The criteria used to prioritise the 80 processes is highlighted below. It was important to ensure that the prioritised 80 provided sufficient coverage of: service areas, universal vs. targeted/specialist processes and operating model layers (front office, enabling services and strategic core).



Complexity

Focus on complex processes e.g. lengthy and heavily manual, ones with multiple hand-offs between functions, elements of professional judgement, involvement of third parties etc.



Level of opportunity

Focus on processes with the highest opportunity to deliver benefit. This was a combination of current vs. target maturity, volumes and FTE effort



Income/payment

Ensure linkage with service cost recovery work and capture the detail required for processes that generate an income for the Council



Internal feedback/strategic importance

Focus on processes that emerged as priority areas from workshops with staff



Proof of concept

Focus on processes that provide an evidence base and 'proof of concept' for multiple similar processes e.g. redesigning a 'report it' environment process will enable us to make evidence-based assumptions about the other 'report it' environment processes without having to redesign them all (at this stage)

2.2 PROCESS LIST (FRONT OFFICE)

| Number | Grouping | Service(s) | Level 3 Process |
|--------|-------------------------------------|-------------------|--|
| 1 | Adult Social Care | Adult Social Care | Information, advice and guidance – Includes signposting to third parties, universal information and advice, enquires about existing care provision, supporting self-funders to find services (Info only) |
| 2 | Adult Social Care | Adult Social Care | Initial contact & screening (Carrying out mediated screening of contacts including safeguarding alerts) |
| 3 | Adult Social Care | Adult Social Care | Information gathering/initial eligibility checks for complex needs – initial needs assessment |
| 4 | Adult Social Care | Adult Social Care | Information gathering/initial eligibility checks for complex needs – care management* |
| 5 | Adult Social Care | Adult Social Care | Telecare assessment |
| 6 | Adult Social Care | Adult Social Care | Carers assessment |
| 7 | Adult Social Care | Adult Social Care | Requests for small changes in care packages |
| 8 | Adult Social Care | Adult Social Care | Financial eligibility and assessment |
| 9 | Adult Social Care | Adult Social Care | Manage and track spend on care (inc. contributions) and personal budgets |
| 10 | Financial Assessment Hub | Benefits | New claim (housing benefit/Council tax reduction) |
| 11 | Financial Assessment Hub | Benefits | Report a change in circumstance (housing benefit/CTR) |
| 12 | Financial Assessment Hub | Benefits | Apply for discretionary housing payment (DHP) |
| 13 | Financial Assessment Hub | Community Welfare | Apply for a concessionary travel pass |
| 14 | Financial Assessment Hub | Community Welfare | Apply for a blue badge (individuals) |
| 15 | Customer & Community Engagement | Complaints | All complaints |
| 16 | Customer & Community Engagement | FOI/EIR/SAR | Make a FOI request or EIR request |
| 17 | Customer & Community Engagement | FOI/EIR/SAR | Make a subject access request (SAR) |
| 18 | Early Help, Early Years & Education | Education Welfare | Apply for free school meals |
| 19 | Early Help, Early Years & Education | Education Welfare | Apply for a child work permit |
| 20 | Early Help, Early Years & Education | Education Welfare | Issue a school penalty notice |
| 21 | Early Help, Early Years & Education | Education Welfare | Pay/query a school penalty notice |
| 22 | Environment | Environment | Apply for a household waste permit |
| 23 | Environment | Environment | Report a missed bin collection |
| 24 | Environment | Environment | Request a bin/sacks |
| 25 | Environment | Environment | Request a bulky waste collection |
| 26 | Environment | Environment | Request removal of business waste |
| 27 | Fostering & Adoption | Adoption | Adoption journey |
| 28 | Fostering & Adoption | Fostering | Foster carer application |
| 29 | Fostering & Adoption | Fostering | Foster carer expense claims |

2.2 PROCESS LIST (FRONT OFFICE)

| Number | Grouping | Service(s) | Level 3 Process |
|--------|--------------------------------------|------------------------------|--|
| 30 | Highways | Highways | Report a pothole |
| 31 | Highways | Highways | Apply for a vehicular access crossing |
| 32 | Planning | Building Control | Apply for Building Regularisation approval |
| 33 | Registration & Licensing | Registration | Register a birth |
| 34 | Registration & Licensing | Registration | Register a death |
| 35 | Regulatory Services | Regulatory Services | Apply for a HMO (Houses in Multiple Occupation) licence |
| 36 | Regulatory Services | Regulatory Services | Apply for a petroleum/explosives premises licence |
| 37 | Regulatory Services | Regulatory Services | Report anti-social behaviour |
| 38 | Financial Assessment Hub | Council Tax | Move in/move out |
| 39 | Financial Assessment Hub | Council Tax | Apply for single person discount |
| 40 | School Support Services | School Admissions | Apply for a school place – start of year (starting school & transfers) |
| 41 | School Support Services | School Admissions | Apply for a school place – in year admissions |
| 42 | Democratic & Administration Services | Democratic & Members | Appeal against a school place decision (inc. transfers and first admissions) |
| 43 | Client & Public Transport | Client Transport (Education) | Apply for school transport (stat. school age – mainstream) |
| 44 | Client & Public Transport | Client Transport (Education) | Apply for post 16 school transport (mainstream) |
| 45 | Client & Public Transport | Client Transport (Education) | Apply for post 16 subsidised school transport (SEN) |
| 46 | Client & Public Transport | Client Transport (Education) | Apply for school transport (stat. school age – SEN) |
| 47 | Parking | Parking | Appeal a PCN |
| 48 | Parking | Parking | Pay a PCN |
| 49 | Parking | Parking | Apply for a parking permit – resident and business |
| 50 | Parking | Parking | Apply for a parking permit – visitor |

2.3 PROCESS LIST (ENABLING & STRATEGIC CORE)

| Number | Level 1 | Level 2 | Level 3 Process |
|--------|-----------------------------|---|---|
| 51 | Manage HR | Managing HR strategy | Develop HR strategy & policies |
| 52 | Manage HR | Managing HR strategy | Develop and embed organisational competency framework |
| 53 | Manage HR | Organisational Development | Develop workforce planning strategy |
| 54 | Manage HR | Organisational Development | Manage delivery of workforce plan |
| 55 | Manage HR | Manging recruitment | Develop recruitment approach |
| 56 | Manage HR | Manging recruitment | Advertise positions |
| 57 | Manage HR | Manging recruitment | Select candidates |
| 58 | Manage HR | Manging recruitment | Offer position |
| 59 | Financial Management | Perform planning & management accounting | Budget setting |
| 60 | Financial Management | Perform planning & management accounting | Perform budget management |
| 61 | Financial Management | Perform planning & management accounting | Business analysis and decision support |
| 62 | Financial Management | Process accounts payable & expense reimbursements | Invoice processing |
| 63 | Commissioning & Procurement | Identify & Assess | Spend Analysis |
| 64 | Commissioning & Procurement | Identify & Assess | Gap Analysis |
| 65 | Commissioning & Procurement | Identify & Assess | Category strategy and plans |
| 66 | Commissioning & Procurement | Prepare, tender & implement | Final options appraisal & business case |
| 67 | Commissioning & Procurement | Transactional management | Operational supplier management |
| 68 | Commissioning & Procurement | Manage and review | Contract management (performance) |
| 69 | Commissioning & Procurement | Manage and review | Contract review |
| 70 | Manage Technology | IT Strategy & Architecture | Strategy & Planning |
| 71 | Manage Technology | IT Strategy & Architecture | Enterprise Architecture |
| 72 | Manage Technology | IT Change – Design | Business Analysis & Design |
| 73 | Manage Technology | IT Operations | Server Support & Maintenance |
| 74 | Manage Technology | IT Operations | Desktop Support & Maintenance |
| 75 | Manage Technology | IT Operations | Application Support & Maintenance |

2.3 PROCESS LIST (ENABLING & STRATEGIC CORE)

| Number | Level 1 | Level 2 | Level 3 Process |
|--------|---|--|--------------------------------------|
| 76 | Strategic Core, Business Intelligence & Analytics | Strategy & Policy | Service plan development |
| 77 | Strategic Core, Business Intelligence & Analytics | QA, Performance Management & Improvement | Collect data and measure performance |
| 78 | Strategic Core, Business Intelligence & Analytics | QA, Performance Management & Improvement | Analyse and review performance |
| 79 | Strategic Core, Business Intelligence & Analytics | Business Information & Reporting | Communicate & report performance |
| 80 | Strategic Core, Business Intelligence & Analytics | QA, Performance Management & Improvement | Design & implement interventions |