

Update on BPI

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NE IEP (formerly NECE/IP & NE
Connects)

Agenda

- **Recap**
 - **Business Improvement Package**
 - NPIP
 - Business Transformation Guidance / The Improvement Journey
 - **Activity in the North East**
 - BIT
 - FD
 - Exec Training
- **BPI framework contract**
 - BPI
 - PPM
 - LCM
- **NE Regional Improvement and Efficiency Partnership and BPI**
 - Intro to RIEP and RIES
 - NE BPI - Future Activity

Business Improvement Package



- A developing resource
- Brings together the key successful components of many transformation and customer service projects
- Links with other existing national and regional sources of support and capacity building to provide:
 - Practical resources which have been developed and tested by local government;
 - Support for local authorities to understand their businesses including processes, transaction costs and customer preferences - and how to improve them;
 - Help in exploiting the opportunities from partnership working and shared service delivery
- Enabling sharing of ideas and learning, and capacity building in relevant approaches and techniques.

National Process Improvement Project

- Established in October 2006 to develop a consistent method of good practice service redesign.
- Built on work started by local authorities in the North West who produced some 260 generic process activity maps covering each council tier. Business process architecture
- NPIP phase 1 comprised:
 - A suite of BPI-led change pathfinders involving 25 local authorities
 - A local practitioner community (LA BPI User Advisory Group)
 - A wider stakeholder interest group
 - A summary of findings from phase 1 is now available to download
- Phase 2 being developed

NE Approach Overview

- Innovative in creating new approaches to the productivity agenda
- Lean consultancy, project management and mentoring, support for standardisation
- Reducing waste and “non-value adding” activities to create a “lean environment”
- Making processes **more efficient** by consistently and rapidly applying best practice
- Increasing productive time through **more efficient** support functions and waste free processes

BPI Overview

- Development in conjunction with NECE
- Linking productivity consultancy with workforce development
- Service improvements developed by staff involved in service delivery
- Creating workplace application of quality, cost and delivery with measurable improvements in personal and organisational effectiveness
- A bottom up approach to business process re-engineering
- Self-financing – no charge to LAs, only staff time

BPI Approach (1)

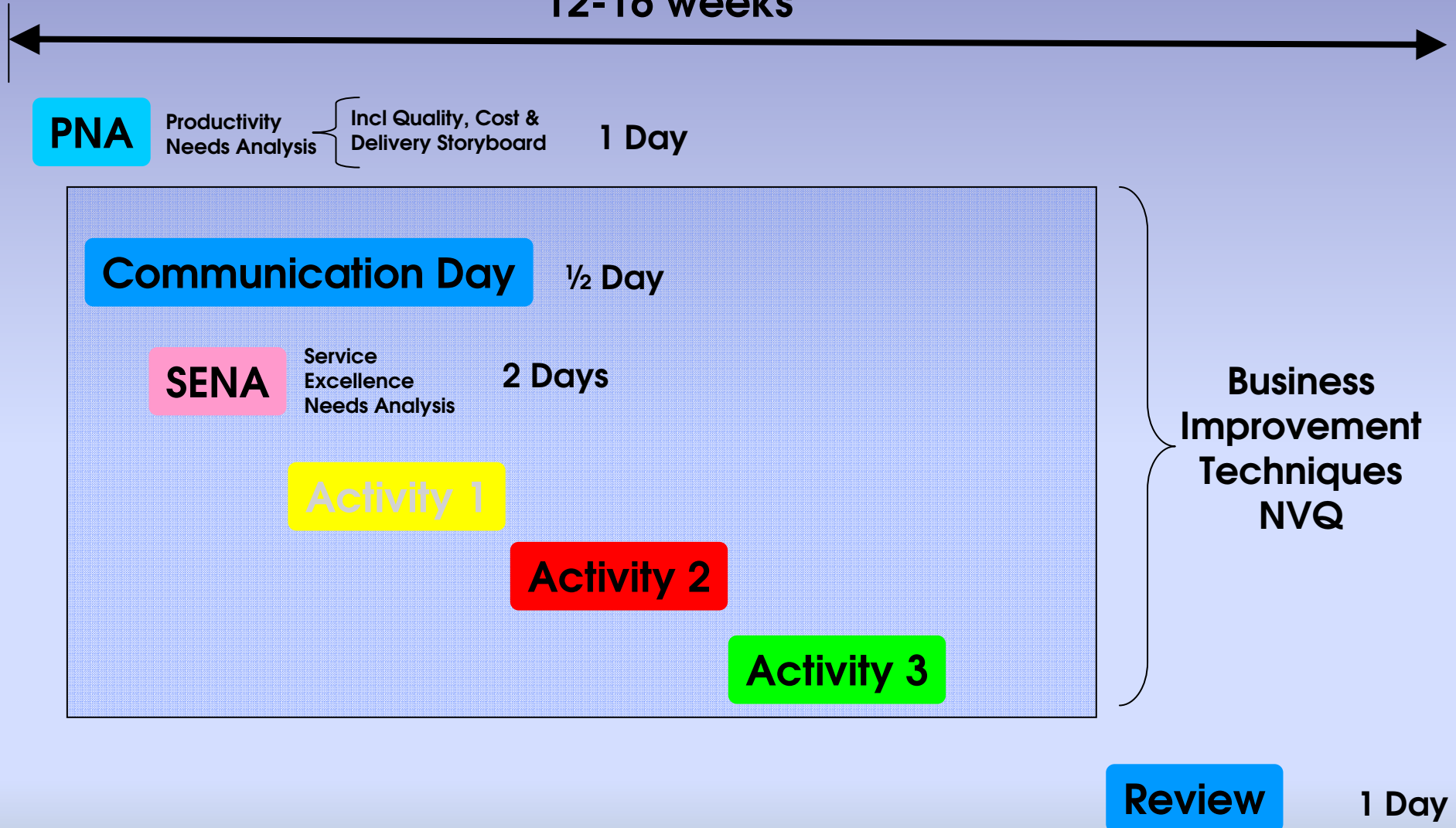
- Productivity Needs Analysis (PNA)
- Training Needs Analysis (TNA) linked to Productivity Needs
- Service Excellence Needs Analysis (SENA)
 - Process Mapping
 - Identification of Waste
 - Application of “Lean” principles
- Via NVQ, underpinning knowledge provided to managers and employees
- Project management and implementation support from NA-Consultants

BPI Approach (2)

- Duration of around 12 -16 weeks
- PNA identifies areas of opportunity and a training needs analysis, used to measure the progress of improvement and training
- All activities focused on achieving targets identified in the PNA
- Delivery of the SENA - process mapping of “as is” state, highlighting value-adding and non-value steps
- Delivery of NVQ - six units
- Exit PNA to measure the improvements & impact made
- Project management and implementation support

BPI Approach (3) Timescale

12-16 weeks



BPI – Administration & Clerical Projects

- Anti social behaviour
- Building Control
- Car Parking & Concessionary Travel
- Carelink
- Community Services
- Council Tax Registration & Billing
- Courier Services
- Customer Relationship Management
- Development Control
- Directorate Admin Support
- Environmental Health
- Finance and Procurement
- Housing
- Income Management
- Invoice processing
- Land Charges
- Leisure Services
- Maintenance
- Payroll
- Performance Indicators
- Planning
- Policy and Development
- Tenancy Enforcement Team

Service Excellence Foundation Degree

- **Supporting sustainability by developing:**
 - A Foundation Degree in Operational Excellence – to provide knowledge around the strategic aspects and implications of process improvement
 - A “Train the Trainer” programme - to enable delivery of activities in their own right
- **FD commenced in Autumn 2007, a two-year programme**
 - end of year 1 - achieve a level 4 NVQ in Business Improvement Techniques
 - end of year 2 - achieve a foundation degree NVQ level 5 qualification
 - Application of learning to the workplace based assessment
 - Generating efficiency improvements within own working environment

Service Excellence Foundation Degree

First Year : Modules

- **Lean Environment Principles**
 - Introduction to tools and techniques of lean and their role in the workplace
- **Lean Environment Process**
 - In-depth review of the tools and techniques of lean and application in the workplace
- **Lean Diagnostic and Benchmarking**
 - Assess what to benchmark, how to conduct a benchmarking exercise and analyse outputs to assist in determining a forward strategy
- **Leadership**
 - Principles of Leadership, Leading Lean Change, Building Effective Teams
- **Work Based Assignment**

Service Excellence Foundation Degree

Second Year : Modules

- **Lean Environment Deployment**
 - Effective business planning against performance targets to achieve lean objectives, developing and delivering appropriate implementation plans
- **Technologies for Lean**
 - Techniques and tools to design of simple business information systems, embodying good practice and user friendliness to support productivity
- **Improvement Strategies**
 - A range of techniques to engage in and manage improvement activities within their organisation
- **Programme and Project Management**
 - covering programme & project management methodologies, highlighting the differences and complimentary nature
- **Workbased Assignment**

Exec training

- Accredited short courses under development
- Middle & senior management training to support OD based on lean
 - Lean Systems Thinking - Overview
 - Fundamentals of Lean Systems Thinking – Executive Briefing
 - Lean Systems Thinking - Foundation

Lean Systems Thinking - Overview

- **1 day**
- **Transformation team members, Change Agents, Service Managers**
 - An introduction to the principles and benefits of Lean Systems Thinking
 - Understanding the methods used to implement the principles in real processes to achieve sustainable impact and cultural change
 - A clear understanding of how to view the work as a system and the principles to effectively measure the system
 - Challenging the team to look at the potential to apply the Lean approach to their own service areas or processes

Fundamentals of Lean Systems Thinking

Executive Briefing

- **3 Hours**
- **Chief Executives & Elected Members**
 - Understand the importance of engagement and buy in from the key stakeholders within the organisation to support the Lean Systems Thinking Approach.
 - Understand the principles of Lean Systems Thinking and the service improvements that can be realised through the application of a Lean programme
 - Have an overview of structured methods to define, measure and prioritise service areas for improvement
 - Have an overview of the cultural aspects of Lean Systems Thinking and the keys to sustainability
 - Understand the importance of clear leadership using the Lean Principles of Customer Focussed Service Excellence.

Lean System Thinking - Foundation

- **3 day course – “Foundation in Lean” Certificate**
- **Transformation team members, Change Agents, Service Managers, those involved in delivering service improvement**
 - Understand the lean philosophy and approach including the tools and techniques and be able to apply these principles to their own processes
 - Understand the concept of the Needs Analysis process, effective measurement and be able to carry out an analysis of live data
 - Be able to define focus areas for improvement activities
 - Understand the application of lean in the transformation agenda through the involvement of staff
 - Understand the links between business process improvement, change management and Project/programme management

National BPI Framework

- BPI / Lean Systems Thinking
- Programme & Project Management
- Leadership & Change Management

Available to all English local and regional Public Bodies – LAs, FRS, Police

- **Start date** - 7th December 2007
- **End date** – 7th December 2011

BPI & Lean Systems Thinking

- Develop internal understanding
- Train and develop internal staff to undertake projects and interventions
- Identify and implement methodologies to act as a lever to facilitate change
- Develop knowledge, learning and skills transfer to reduce ongoing reliance on specialist external consultancy support

BPI / Lean Systems Thinking

suppliers

- Ad Esse Consulting
- Atkins Management Consultants
- Capgemini UK Plc
- General Physics (UK) Ltd
- Grant Thornton UK
- IBM United Kingdom Limited
- Mouchel Parkman Services Ltd
- NA Consultants Limited
- PA Consulting Services Ltd
- RSe Consulting Ltd
- Unipart Logistics
- Vanguard Consulting Limited

Programme and Project Management

- Establish transformation change programmes drawing on the experiences of specialist providers with proven track record
- Train and develop staff in the application of recognised programme and project management methodologies (MSP / Prince2 and M_o_R)
- Commission internal transformation BPI programmes to transform the delivery of services to customers, inc skills & knowledge transfer
- Support the identification and realisation of benefits from internal programmes and projects. (recognised as difficult to achieve)

Programme and Project Management Suppliers

- Aspire Europe
- Atkins Management Consultants
- Capgemini UK Plc
- CMC Partnership (UK) Ltd
- Grant Thornton UK
- Mouchel Parkman Services Limited
- NA Consultants Limited
- PA Consulting Services Ltd
- Qi Consulting
- RSe Consulting Ltd.

Leadership and Change Management

- Organisation wide diagnostic to identify existing leadership skills and competencies
- Delivery of tailored leadership and change programmes
- Develop understanding to design measures of performance for end to end processes. eg leading and lagging indicators and performance management to support process improvement
- Delivery of tailored leadership & change training and workshops
- Raise awareness of the impact of senior managers' thinking in shaping the management system and how this affects overall performance

Leadership and Change Management Suppliers

- Atkins Management Consultants
- Capgemini UK Plc
- Grant Thornton UK
- Mouchel Parkman Services Limited
- NA Consultants Limited
- Northgate Information Solutions (UK) Ltd
- PA Consulting Services Ltd
- Qi Consulting
- Vanguard Consulting Limited

BPI Framework

To access the framework visit:

www.wmcoe.gov.uk/bpiframework

NE Regional Improvement & Efficiency Strategy

- Themes

- **More customer orientated delivery**

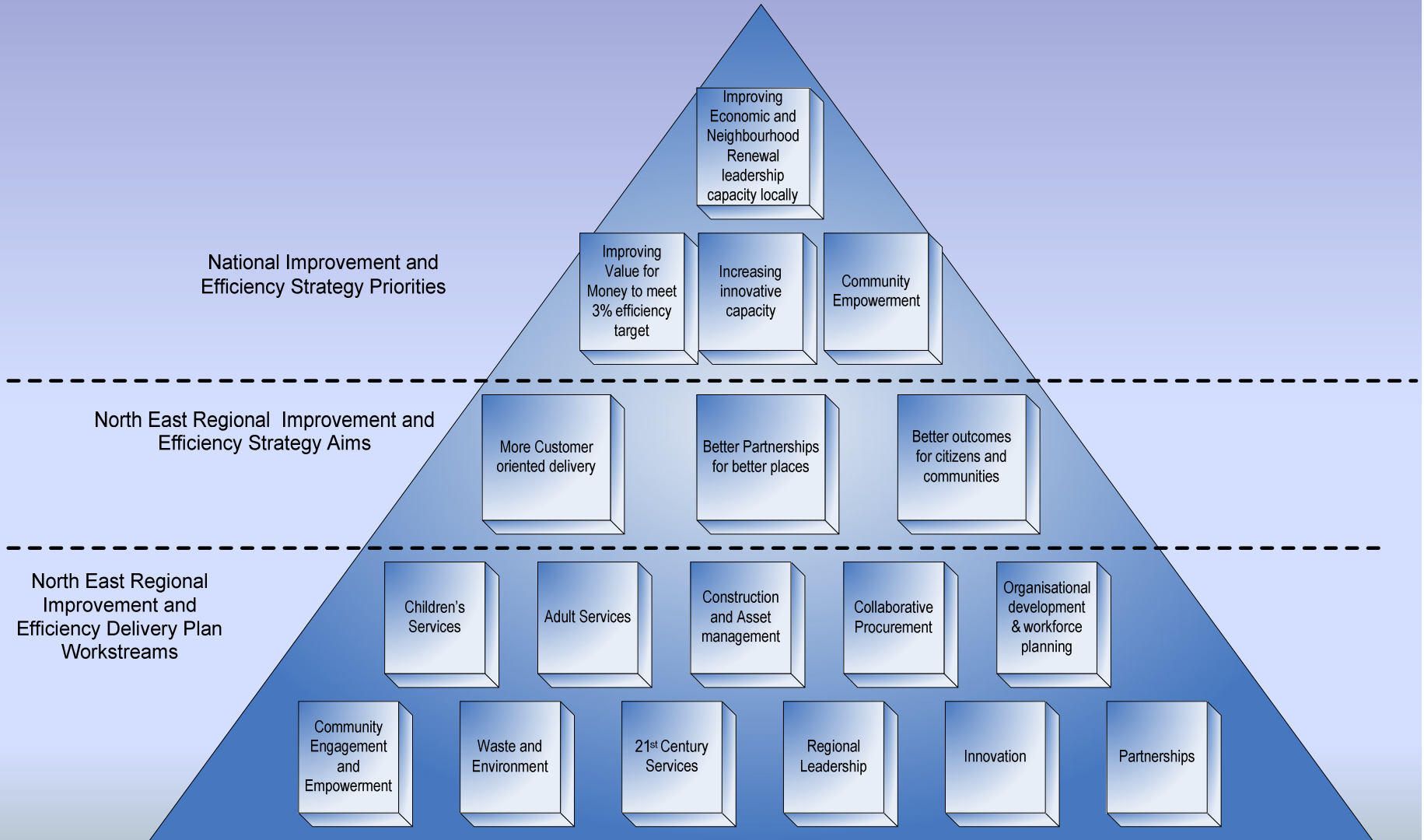
- Increasing capacity for improvement, efficiency and innovation

- **Better partnerships for better places**

- Community empowerment and local leadership

- **Better outcomes for citizens**

Strategic Context



Programme Areas

- Children's Services
- Adult Services
- Construction & Asset Management
- Collaborative Procurement
- Waste and Environment
- Organisational Development & Workforce Planning
- Partnerships
- Community Engagement & Empowerment
- 21st Century Services
- Regional Leadership

Organisational Development & Workforce Planning

Programme Summary

- Support organisational culture change and increased effectiveness and productivity.
- Build capacity and expertise in Organisational Development and strategic HR, so that we can lead whole system change.
- Support the application of Business Process Improvement techniques to lever efficiencies and promote lean systems thinking
- Invest in transformational leadership for managers, which are proven to release capacity and potential, reducing stress and sickness absence
- Scope the potential for more flexible ways of working, collaborative approaches to workforce planning and development, and creation of a skilled, high performing and adaptable workforce in the region's public sector

Organisational Development & Workforce Planning

Links closely to following RIEP programmes:

- Children's Services
- Adult Services
- Regional Leadership
- Partnership
- 21st Century Services

Key partners will include:

- North East Regional Employers Organisation, Organisational Development Partnership, Trades Unions, Chief Personnel Officers Group, Gateshead Public Services Academy and IDeA

Organisational Development & Workforce Planning

- Invest in middle managers leadership development (NEEM 2)
- Support Member Development Charter
- **Enable Business Process Reengineering**
- Establish a regional Centre for Local Governance
- Establish a regional 'Workforce Commission' to develop an agreed agenda for change
- Culture change programme
- Build capacity in Organisational Development and Strategic HR
- Provide support to enable the achievement of Level 3 of the local government Equality standard
- Capacity to councils to develop their own top teams
- Opportunity for a peer review for every authority and peer mentoring support for up to 10 political administrations
- Increase the number of officer and elected member accredited Peers
- Develop 'business skills'
- Expand use of on-line skills audit for middle managers
- Provide opportunity for IDeA people management peer review
- Regional 'bank' supplying qualified coaching, assessment centre design, MBTI and 360 degree feedback.
- Developing Trade Union capacity to support authorities improving and efficiency journey

BPI – Future Activity

- Develop a standard methodology and toolkit, building on work to date regionally and nationally
- Prove the value of BPI in a number of authorities through collaborative business process design and sharing of best practice
- Share process outputs, and learning from BPI projects via 'Share, Learn & Improve' events
- Pilot BPI-related software technology to evaluate and share benefits to improve service delivery and increase innovation capacity
- Use of process designs to support the new unitary political management arrangements
- Establish a regional BPI/VFM network of key officers and relevant partners to share, learn, streamline and standardise processes within the region

Any Questions?

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