Enterprise Workflow
National Project

Knowsl@y Council

Office of the
Deputy Prime Minister
Creating sustainable communities

Using Workflow to support citizens and employees

Knowsley Metropolitan Borough Council has delivered a number of workflow projects to transform business processes, raise awareness, improving efficiency and increasing customer satisfaction.

Background

Knowsley Metropolitan Council serves a population of 154,000 and contains approximately 61,000 residential properties and 2,800 business premises.

The Knowsley community comprises of everyone who lives, works, is schooled, visits or does business in the Borough. The Council's primary purpose is to provide leadership to the community, to promote; social, economic; and environmental well being of the Borough. This leadership is making peoples lives better through placing a strong emphasis on working in partnership with the community and through managing the direct and mediated provision of best value, customer focussed services.

The Council's Key Aims support the delivery of its primary purpose, in particular the effective use of Information Society Technologies as a means of increasing social inclusion, educational achievement, employment prospects, social cohesion, and competitive advantage. The award of Beacons status, in a total of six themes (including accessible services and social inclusion through ICT), acknowledges the progress made towards achieving the Council's key aims.

Knowsley, as the lead authority in the Enterprise Workflow National Project (EWNP), has examined many options and possibilities for a workflow strategy. In an approach that reduces risk and allows functionality to be delivered in the published timescales, an approach was agreed to use exploit existing applications wherever applicable. This allowed for rapid deployment of the technology and for integration with core systems and other workflow solutions to deliver an enterprise solution within the current infrastructure thus reducing costs.

"The Authority's eCouncil Programme has recognised enterprise workflow as a fundamental component in building capacity, improving performance and transforming the organisation into *The Council of the Future".*

**Steve Gallagher
Chief Executive,
Knowsley MBC**

Five distinct areas were identified for inclusion:

- **Revenue & Benefits** – Workflow of case and associated information to geographical based teams with multi agency working using the existing Anite Docs@Work system.
- **eBookings** - Automation and workflow of Bookings to meet BVPI157 targets via the Council's existing ONYX CRM system.
- **Expenses** – Automation and workflow of employee's expense claims and authorisation using a new web enabled solution to an existing system.
- **Internal Trading** – Expansion of the Oracle iProcurement solution for the workflow of internal trading activities.
- **Insurance Claim Processing** – Utilisation of DIP and Enterprise workflow technologies to process Highways based Insurance claims more efficiently.

The Story – Revenue & Benefits

Procurement

This project was to make use of the workflow feature within the already procured Docs@Work Anite system. A number of additional software modules with additional scanners were purchased to allow for further functionality and to enable multi agency working.
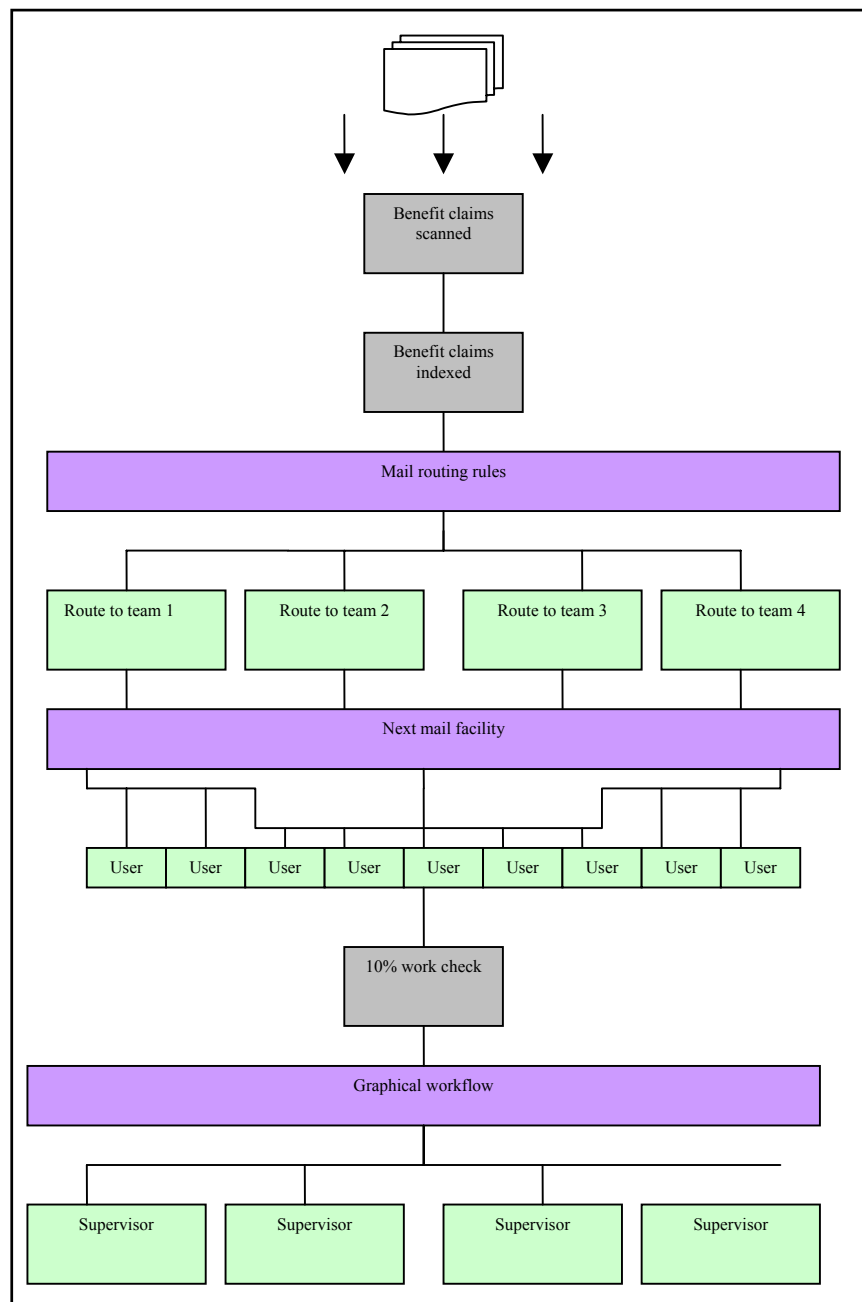
Key Benefits
- Workflow via postcode to enable more efficient routing of documents.
- Multi agency working by inclusion of Knowsley Housing Trust.
- Automatic routing for quality checks.
- Improved Management Information to allow for more efficient working and problem resolution.

The Solution
The Revenues and Benefits service wanted to streamline the current process by setting up neighbourhood teams. The use of workflow within the solution provides the ability to route cases and documents via postcodes as illustrated below.

The Service also wanted to increase quality by random checking 10% of all claims. Again, the workflow technology allowed for the random sample of claims to be routed automatically to the relevant team supervisor, a huge saving for the operation.

The inclusion of housing agencies was also a vital part of the overall solution. Previous processing was delayed whilst documents were photocopied or couriered to an off-site scanning service. The new proposal was to scan these directly into the application from remote sites.

"Until we became involved in the Workflow project, we did not realise just how many of our processes could be automated and how much more efficient this would make the service."

**Deborah Taylor
Assistant Director of
Finance - Revenues
and Benefits
Knowslev MBC**

Benefit claims scanned

Benefit claims indexed

Mail routing rules

| Route to team 1 | Route to team 2 | Route to team 3 | Route to team 4 |

Next mail facility

| User | User | User | User | User | User | User | User | User |

10% work check

Graphical workflow

| Supervisor | Supervisor | Supervisor | Supervisor |

New Routing of Case Information

Implementation Approach

The first activity undertaken was a comprehensive process mapping activity to understand the "as is" processes. This allowed the business to identify areas for improvement via a business process transformation (BPT) activity.

Using the output from the BPT activity, consultants from Anite worked with the business managers to formulate a better and more efficient way of working. This activity helped formulate the requirements specification for the revised system.

The main restructuring was undertaken as a big bang approach. Both the revenues and benefits business areas physically moved locations to form the new team structures so a co-ordinated approach was essential. The system was implemented over a weekend with both staff and system being ready for a new way of working on the Monday morning. The implementation went ahead with no reported problems and the business was able to see immediate benefits.

Key Implementation Lessons

It is vital that the entire Service was bought into the change programme. There can be resistance from certain areas if the purpose and benefits of the project are not communicated at the initiation. Doing this ensures people are bought into the reasons for the project.

It was also important that any external suppliers fully understood the needs of the business. Time can be wasted in re-iterations of specification documents if terminologies and working practices are not understood by all parties. It should not be assumed that everybody understands business and specific IT terminology during any stage of the project.

Critical Success Factors

The objective of the project was to give the Revenues & Benefits function a more efficient and cost effective way of working. The Service was not necessarily looking for cost savings but to be able to process the work more quickly. Early indications are that the project met this goal.

Multi-agency working has allowed for the automatic routing of documents from housing partners to the system saving many days delays from previous methods. It was an essential element of the project to reduce processing delays wherever possible and these have been met.

Quality is also important to this areas and one key factor was to be able to automatically route a defined percentage to the relevant supervisor or manager for quality checking. With the implementation of this feature the right amount of work is checked by the right people.

"The workflow implemented at Knowsley will help to improve the KPI's across Revenues and Benefits. The software has been taken on board by the end users very positive and Anite have found the customer to be very keen to work in partnership to bring about these improvements."

Graham Jackson
Public Sector
Account Manager
Anite Public Sector

The Future

This BPT exercise highlighted many areas for improvement of which many were implemented under the scope of this project. The Revenues and Benefits Service has scheduled regular meetings to continue exploitation of workflow and the Anite system.

- Anite's extensive portfolio comprises CRM, web services, document management, workflow, secure systems, document tracking and core business applications such as Revenues, Benefits, Housing, Finance, Transport, Criminal Justice and Social Services. Anite also provides Internet portals and makes its applications available through ASP and managed services models. Anite Public Sector is part of Anite Group plc.

The Story – eBookings

Procurement

The solution was based on the already procured ONYX eShop CRM system. However, it was felt that a more comprehensive resource management solution was required to meet the complex requirements. Following a comprehensive product evaluation the Artemis product from Artifax was selected. This was built on a similar technology to eShop and would ease the integration integration.

The Solution

The solution is designed to simplify and make more efficient the booking of Council resources by its Citizens. The service will initially be available at the *One Stop Shops* and by telephone through the *Customer Contact Centre*. Phase II will see integration with the Council website using the eShop Citizen Portal.

The solution incorporates *eShop* CRM from Onyx and the *Artifax Artemis* universal e-Booking solution. Implementation was carried out in partnership with Artifax and Deloitte Consulting. The completed system provides Knowsley a flexible and scalable solution that will represent a significant step towards fulfilling its e-government objectives.

Key Benefits
- Electronic management of council resources.
- More visibility to residents of council resources.
- Improved resource management for council departments.
- Single entry point for all bookable council resources.
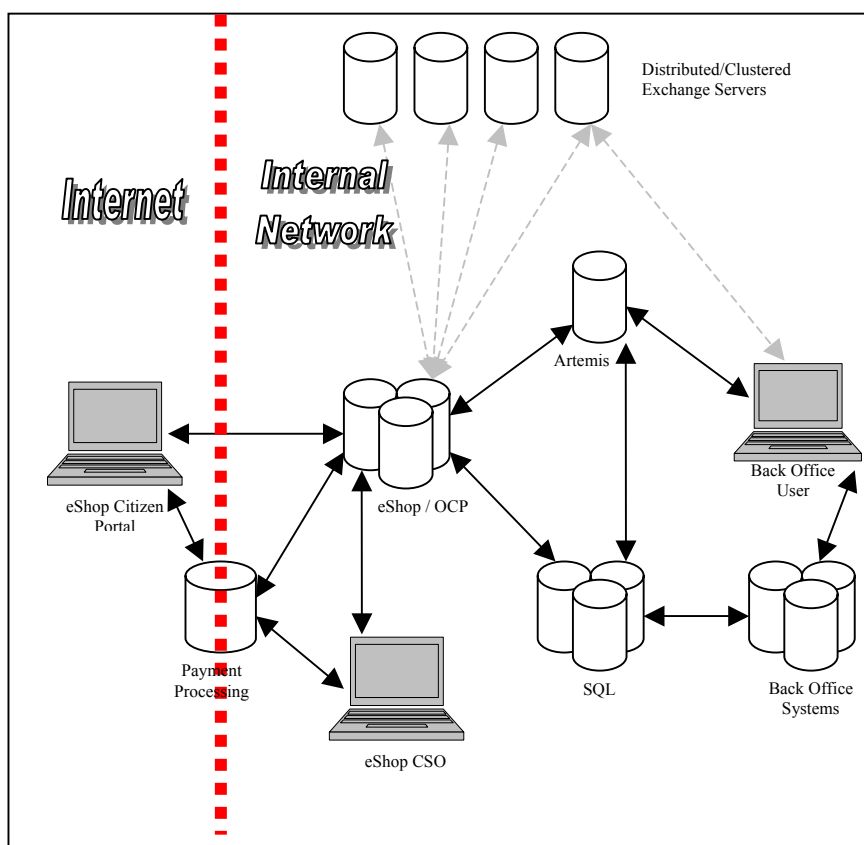
Technical Overview

Implementation Approach

For the customers it will mean in the first phase that by making a single phone call or visit to a Council office they will be able to book and check availability on many Council resources. Payment, if required, for the booking will also be able to be taken at that time hence streamlining the process further.

The second phase will see the addition of the Citizen Portal that will allow customers to book and check availability via the corporate web site from their place of work, own homes or one of the Council's many pubic access PCs. This will give a true eCouncil solution for Knowsley residents and businesses.

Key Implementation Lessons

This project, on a huge scale, impacted many areas across the organisation. There were many varying requirements that had to be standardised to give a single similar service. Each resource owner was involved throughout the entire project lifecycle to ensure there were no inconsistencies or operational issues.

The business transformation activity was almost a project in its own right taking account of the migration from paper diaries in many areas, testing phases, training of numerous staff whilst briefing many others. These activities should not be overlooked as they can ensure the implementation is successful.

"Workflow is two-way. From a citizen's perspective, being able to choose when they want a service delivered is a crucial aspect of customer care. The technology needs to feed availability data back to the point of contact, in real time, so that the customer can choose the timeslot that is most convenient to them."

**Richard Leader
UK Account
Manager
Artifax**
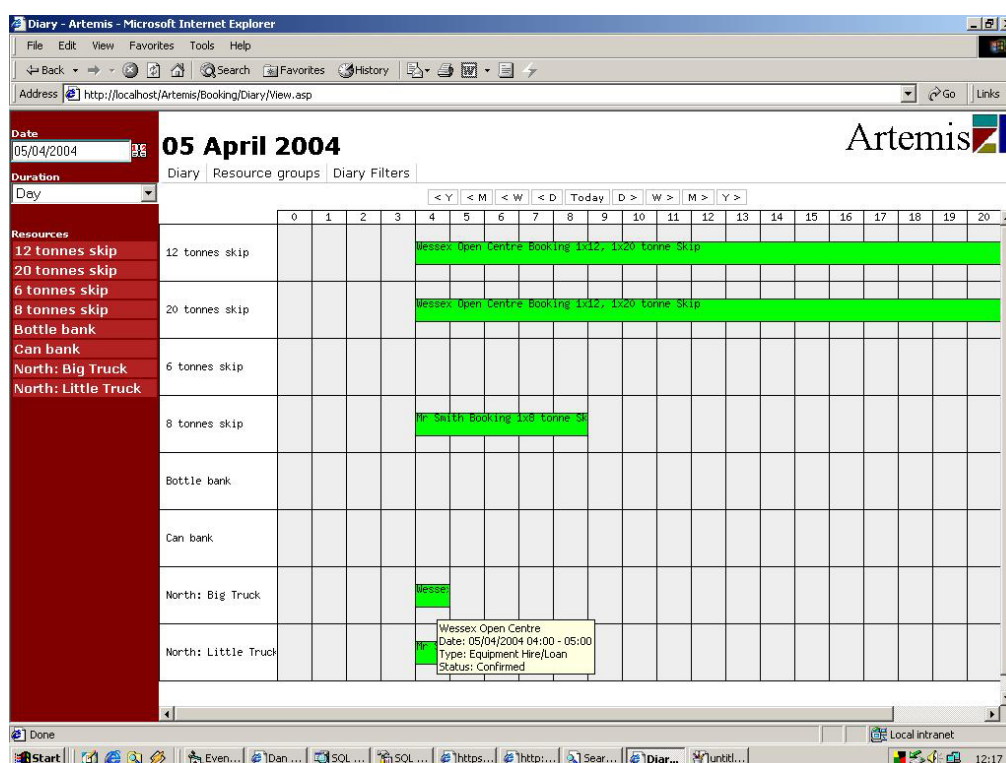
Screen Shot from Artemis Solution

Critical Success Factors

The main success factor for this project was to e-enable the booking of any Council resources. This was part of the overall BVPI-157 initiative. This is a crucial government set target that must have been met.

It was essential that the solution fitted within the Council's developing CRM strategy and this was achieved. This project took the CRM solution further down its path to be a single point of contact for all customer–Council interaction.

The Future

This project will enable current services there will be future opportunities to increase functionality using the workflow technologies. When the Council offers further services the system will be flexible and adaptable enough to incorporate these with ease.

The current system is tailored for external use it will be used for internal resource management. This will enable the Council to make use of resources more economically hence increasing efficiencies.

The Vendor: Deloitte

Deloitte is strategically focused on e-government and in public sector, in particular, it has an internationally co-ordinated programme of research and development designed to encourage innovation and transfer ideas and expertise around the globe.

e-Shop is one of many examples of how their approach to innovation and creativity works in practice. Through their global relationship with Onyx, the two organisations identified public sector as the market place where customer requirements fitted particularly well with the Onyx product and the Deloitte service expertise.

While e-Shop demonstrates an ability to create and innovate, Deloitte also works in strategic partnership on a broader basis with a number of different organisations. Of particular significance in the current context is the partnership they have for the delivery of e-Government services to the London Borough of Greenwich, Manchester City Council and Knowsley Metropolitan Borough.

The Vendor: Artifax
Key Facts

Provider of Artifax Artemis – a unified bookings solution:
- Aimed at local authorities seeking fulfilment of e-government/BVPI 157 requirements
- Flexible: Supports virtually any council service booking scenario
- Connectible: Readily integrated with websites, CRM, messaging services, finance systems
- Web application: Accessible *anywhere*; no software on client

Founded 1987 with a client base of 450+ worldwide

The Story - Expenses

Procurement

The Council already used a mileage and expenses system from Puma Computer Systems Ltd. This has automatic feeds into the Midland payroll system within the Council.

Puma developed an online version to allow individuals to enter and manage their own expenses in a self-service environment and this option was pursued.

The Solution

Previous processing was undedrtaken via paper claim forms which were authorised locally and then passed to the central finance team for processing. Payment was usually made the following month resulting in a wait of up to 8 weeks for payment.

Screen Shot of Out of Borough Travel Request

The new system allows employees to enter their mileage and expense claims online. Workflow technologies route the claim to the employee's manager for review and approval. If appropriate the manager can reject the claim and route it back to the employee for clarification.

Once approved the claim is automatically routed to payroll and processed automatically via Midland payroll system. The use of paper has been totally removed.

The process mapping exercise highlighted a number of areas of functionality that the proposed application would not cater for. These surrounded the paper forms required for amending details and requesting Out of Borough Travel. It was decided to write mini-applications in house within the corporate intranet site to resolve these issues. These screens capture the required information and send it to the relevant manager for approval. Once approved the information is forwarded to payroll for processing or stored electronically.

Implementation Approach

The initial stages consisted of workshops with each area of the business and payroll to understand the payroll process and the individual working practices. Once these were understood best practice process maps were produced to give one solution for the Council.

As the preferred software had already been identified a gap analysis was undertaken to compare against the actual requirements. Any gaps were filled with bespoke screens and functionality to give the complete solution.

Once the system was developed and implemented testing was undertaken and a pilot carried out within a Division of the Council. This was to confirm the system performed as expected and to enable a phased approach to be taken. As there were to be a large number of users it also allowed for training to be undertaken in a staged manner.

Key Implementation Lessons

There will be times when the proposed package solution will not meet the full requirement. This should not be seen as a reason to not select that package but as an opportunity to work with the supplier and in-house specialists to enhance the solution.

It was evident that each Council department, whilst adhering to a single framework, managed expenses in a slightly different way. It was important to capture the individual ways of working and agree on a best practice that would be used by all area of the organisation.

When proposing to use new software it is vital to ensure it will be ready for use within the required timeframes. Lengthy delays can occur if the software is not released on schedule.

Critical Success Factors

The main factor was to speed up the time to pay expense claims and that was met by the project. Claims submitted by calendar months are now paid on the 15th of the following month.

The removal of paper and paper handling was another important feature of this project. With some thought this was achieved for all processing in this area. This will reduce costs and improve processing of claims.

The Future

Although the system has only been piloted within the Finance Department it will soon be rolled out to all other areas of the Council. This functionality will perform an important role on the path to full employee self-service in the HR arena.

Key Benefits
- A simple low cost solution that met the basic needs of the Council.
- Intranet based so easy to roll out.
- Already integrated into existing payroll solution so no integration costs.

The Story – Internal Trading

Procurement

Knowsley MBC had already invested in Oracle's iProcurement and the *Best Value Market Place* solution to enable electronic ordering with external suppliers. It was therefore an obvious choice to use this existing application and infrastructure as the proposed solution. The iSupplier module was the only additional software needed to implement this solution along with consultancy from NCC Group and Oracle.

The Solution

The previous process for internal orders was via a three-part carbon paper form. An employee requesting a service from an internal supplier would complete this form and send via internal mail to the provider who would complete part of the form and return to the originator for approval. Once approved the purchase could then be completed.

The new solution implemented the iSupplier module to enable internal departments to be set up as suppliers to the Council. A catalogue was developed, where possible, to allow for the majority of items to be picked easily from a list.

Each service provider manages its requests via Oracle and use the system to provide quotes as appropriate. Using the inbuilt hierarchy within the system the requisition is routed automatically to the relevant manager for approval. Once approved the requirements are fulfilled by the internal provider.

One important feature of the solution is the automatic transfer of funds for the internal trade. Previously effort was expended by departments chasing payments or the relevant cost centres. This solution removes that requirement by automatically debiting and crediting the correct accounts at the time of good acceptance.
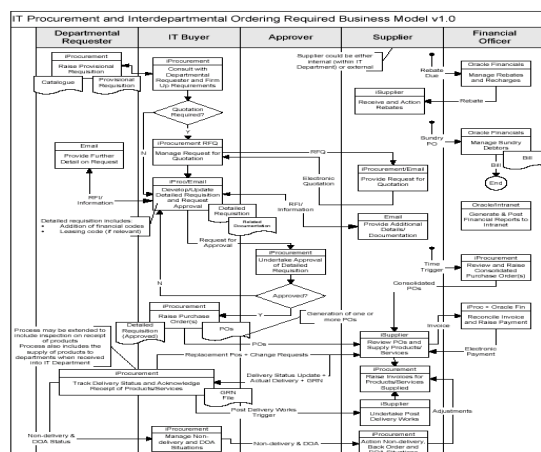
Implementation Approach

A Typical Ordering Process Map

This project touched on all areas of the Council. The first steps were to understand the scope of the project and to focus in on individual ordering events. This consisted of a number of workshops and a process mapping exercise.

It was decided to focus upon a complicated procurement process with the thought that if the system could manage this then any subsequent internal orders would be relatively simple. The area of computer hardware and software procurement was selected as these

> "Prior to the introduction of workflow, it was perverse that we had to conduct internal trading between departments by paper, whilst we could deal electronically with the outside world."
>
> **Stephen Morrison**
> **Principal Financial**
> **Services Manager**
> **Knowsley MBC**

combined elements of internal and external ordering and involved all departments.

Once the current process was agreed it was passed to Oracle for transformation to maximise the Oracle functionality and to match the needs of the business. The required workflow rules were then developed by Oracle and tested by the business and end users. It is now being trialed with key business users to ensure the solution is robust and flexible.

This system will form the basis of future internal ordering processes from refreshments for meetings to printed stationery, leading to a fully e-enabled internal trading system.

Key Implementation Lessons
It could be easy when looking at a project of this size to get lost in the complexity and volume of work. It is important that a specific area is focused upon as a pilot to ensure the full solution will work as expected. By taking the project piece by piece it ensure that progress was made at the required speed.

It was important not to be restricted by people's concerns about new technology and a way of working. People and departments need to be bought into the transformation process at the project initiation to ensure it is fully supported at all stages.

When dealing with finance and financial issues it is important to ensure that any audit procedures or finance rules are adhered to and the relevant people are involved. However, you should also not be afraid to change the regulations to avoid improvements and technologies being stifled by regulations.

Critical Success Factors
The removal of paper from the process was essential to help the organisation further down the path to be a complete eCouncil. It was a critical feature that all the ordering process should be automated to give more visibility and improved functionality to all parties involved in the transaction.

Easier payment and improved financial management was another success factor. A great deal of time was previously spent manually transferring funds and monitoring actual and committed spend. The system now is able to automatically transfer the correct monies, show actual and planned spend on internal trading whilst keeping a full audit log of those people involved at each stage.

The Future
The order of IT equipment and services has been fully automated allowing departments to select and order the hardware, software and internal services that they require. Many other internal ordering processes have also been process mapped for inclusion within the new system in due course. This will remove all paper from the internal ordering process and give each department more visibility of new and outstanding work in their area.

Key Benefits

- Integrated into current procurement system for lower operating costs and reduce learning curve.
- Faster allocation of funds and commitments.
- Standard catalogues available for internal products.
- Full integration of internal and external suppliers allows internal orders to be passed external if required.

The Vendor: NCC Group

Key Facts

- Key sector - Local Government
- Key differentiator - Independent Consultancy Advice - Not a hardware or software solutions reseller so advice is informed, authoritative and non-product influenced.
- Key work areas - Strategy, procurement, staffing, project management, process mapping and improvement, information and knowledge management.

The Vendor: Oracle

Key Facts

- For 27 years, Oracle has been helping customers manage critical information.
- The world's second largest enterprise software company, with offerings including database, tools, and application products, and related consulting, education, and support services.
- The first software company to develop and deploy 100 percent internet-enabled enterprise software across its entire product line.
- Found in nearly every industry around the world, and in the offices of 98 of the Fortune 100 companies.

The Story - Insurance Processing

Procurement

The Council already used Anite Docs@Work for scanning and workflow within the organisation. It was therefore decided to extend its use within the Insurance service.

Anite recommended the use of AIM (Anite Information Manager) which is a new Enterprise Workflow solution. This solution allows information and documents to be passed to various departments in an automated way.

The Solution

The previous solution involved the creating and passing of paperwork, the majority between the Insurance Section, Highway Section and Zurich, the Council's Insurance firm. Once an insurance claim was received, it was logged and a paper file created. Initial checks were completed and it was passed to the relevant Council service area for investigation. Currently the majority of claims are highways related and as such the paper exchange would ensue.

The highways inspector would investigate the claim and add reports, photographs and other supporting evidence to the claim file. When reviewed details are then passed to the Insurers via the paper file to take the appropriate action – a lot of generated paperwork.

The new solution scans all incoming correspondence and automatically allocates it to appropriate personnel for processing. The system monitors the case, ensuring it reaches the right people at the right time. When further information relating to the case is made available it is added to the system making it instantly available for all authorised parties to view.

One major benefit of the system is that when the case is fully prepared it can be bundled and emailed directly to the insurance company, improving time taken to resolve issues and reducing on postage and other associated costs. Again, this is a further example of multi agency working.

Implementation Approach

Like the other projects the first task was to process map the existing manual process and transform where appropriate. This process was carried out by the NCC Group. This was a difficult task due to the complexity and varying requirements of the departments involved.

Once these process maps were produced they were passed to Anite consultants who with the aid of further workshops produced a technical specification for the solution. This was then used to build the required functionality within the software. The system was piloted with varying degrees of complexity to ensure it met the user requirements.

" By adopting strong and informed workflow concepts, the business advantages will be enormous. The key is to understand what the current processes are and, through consultation, revise the process by leveraging the benefits of mapped workflow structures".

Ian Lever
Managing
Consultant
NCC Group

Key Implementation Lessons

Bringing the various departments together was vital to the success of this project. It was important that everybody knew the importance of the information they provided and where it fitted into the big processing picture.

Starting small was important for this solution. There was no doubt this was a complicated area which needed to be tackled process by process. Once confidence was built in one area, the project was able to move onto the next.

There was a risk in using a new product in the market but the risk was shared between the supplier and the Council. The supplier was anxious to prove their product in a complex area so ensure the project went as planned.

Critical Success Factors

The increase of processing speeds and the reduction of paper were the main success factors for this project. With the Insurance and Highways sections being on separate sites internal mail and fax was the main communication methods. This issue was resolved with the introduction of the workflow system.

Improved working processes across the departments were another success of the project. Not just the system, but the process of mapping the various functions identified a number of "quick wins" and process improvements to improve working practices. Even without the system being implemented improvements would have been made.

The Future

This system has made a tremendous difference to the departments involved. Further phases will look at additional integration into the main Highways system to allow for more information to be made available automatically to the system.

There has also been interest from other departments, such as Human Resources, in the use of the ideas implemented by this project. This will further extend the use of this enterprise workflow solution within the Council.

Key Benefits

- All involved parties have access to the case history at all times.
- Reduction in paperwork and paper storage facilities.
- A scalable solution that can be used for passing paper images to other areas of the council.
- Automatic routing and prompting to ensure the right information is produced at the right time.

Conclusions

Although this project has made a huge impact to many areas of the organisation there is more work to be done. The five completed projects have proven that workflow technologies can made a difference to the organisation and give benefits to both customers and employees.

Several service areas have been positively affected with many employees involved. The main benefits include:

Raised Awareness – The ideology behind workflow and associated technologies have been discussed within the organisation raising awareness. This has allowed managers use first hand experience to appreciate the value that workflow can add to the organisation.

Demonstrated Benefits – The transformations within this case study have resulted in improved services, quality and processing times. This has shown that the introduction of workflow and automation can give benefits to the organisation, and quickly. The technologies used to deliver these benefits have been integrated, for example the bookings solution utilises the internal payments solution to deliver an enterprise approach to workflow.

Changed the Culture – The projects have help initiate culture change within the Council. The value of automation and the reduction of paper based working has been demonstrated and accepted.

These projects have not been seen just as IT implementations but as enablers for business and process transformation activities. The technologies used during these projects have been seen, and proven, to benefit the Council.

The Future – The benefits of the transformations outlined in this case study have been recognised across the Council. Efficiencies have been generated across the board with improved quality and performance delivered to customers and employees.

Business Process Transformation exercises have already been undertaken in the Human Resources service resulting in the expansion of Anite's AIM enterprise workflow solution within the Council.

The Enterprise Workflow National Project's Toolkit will be a valuable resource in the continued drive for improved quality, performance and efficiency through the transformation of business processes.

"Workflow technologies provide the platform to transform an organisation. The findings from the projects undertaken by Knowsley MBC have demonstrated real value to the Authority. This has now culminated in the understanding of how workflow will benefit future transformational programmes."

Steve Houston, Director of Finance and Information Society Technologies, Knowsley MBC