Business processes and cake

31 January 2017

@AdaptaforNFP

adapta

processes, people and technology

INSTITUTE OF CONSULTING
RECOGNISED PRACTICE

2017
MemberWise Recognised Supplier

Adapta Consulting

We are:

- A specialist information systems consultancy
- We only work with membership organisations, charities, associations, trusts and others in the NfP sector
- We are completely supplier-independent
- Our consultants have held senior positions in a broad range of different organisations
- Our advice and guidance is based on practical experience gained over many years.

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Programme

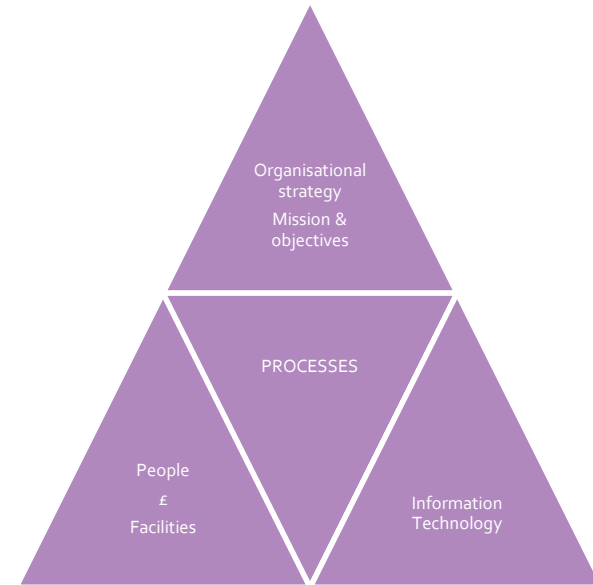|	
14.00	**Arrival and welcome** Libby Hare – Adapta Consulting
14:10	**Business process documentation…what is it?...and why bother?** Fiona Brookes, Adapta Consulting
15.00	**Case studies** Nicola Smith, Director and Strategy and IT, The Children's Trust Susan Kent, Director of Finance and Shared Resources, Enham Trust
16:00	**Discussion and feedback** A round table discussion and feedback to draw our further best practice learning.
16.45 - 17.00	**Review and close** Libby Hare – Adapta Consulting

Introductions

Process mapping

Fiona Brookes

Associate, Adapta Consulting

Introduction

- Reasons for mapping
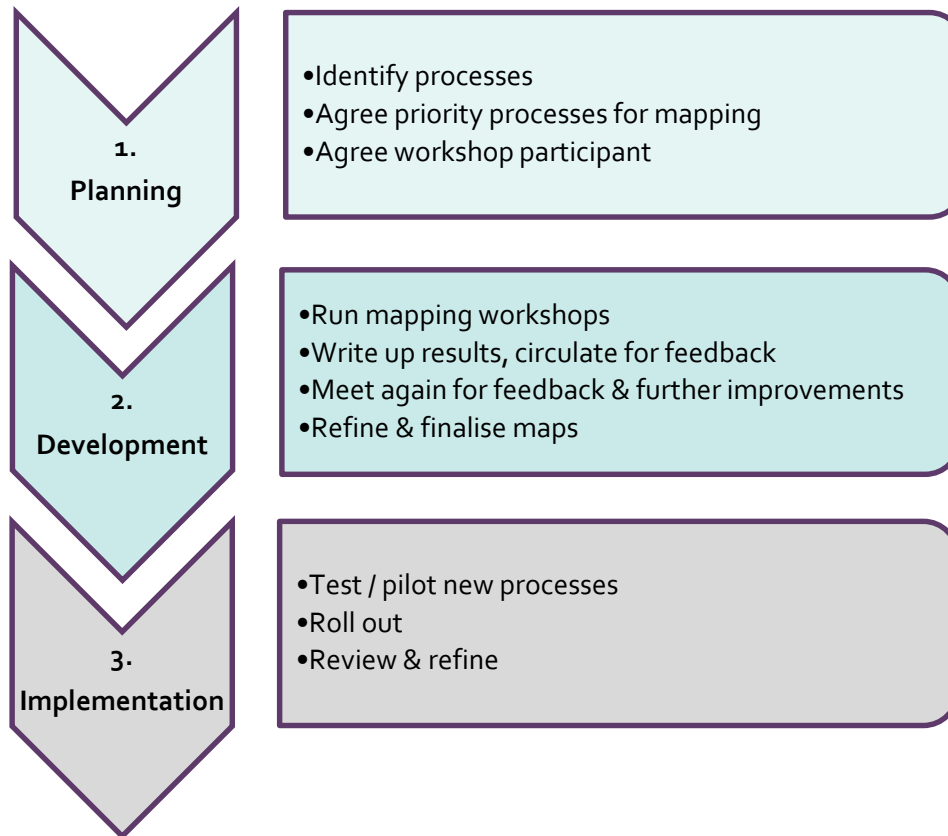- Adapta's approach to mapping
- Example process maps
- Benefits
- Tips

Organisational strategy
Mission & objectives

PROCESSES

People
£
Facilities

Information Technology

A process is a set of tasks or activities which when undertaken together deliver something of value (an output)
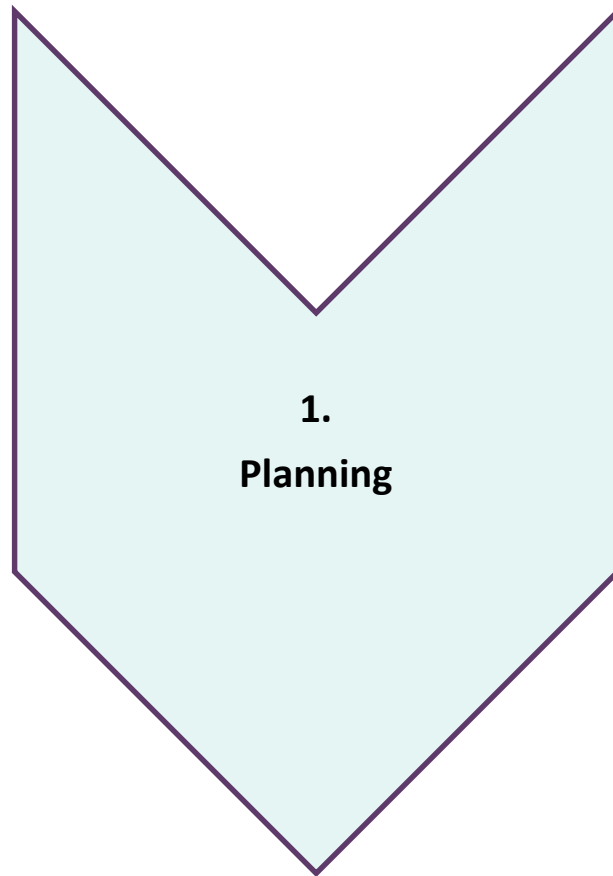
Reasons for mapping processes

- To document existing processes
- To review and improve existing processes
- To clarify responsibility and improve accountability
- To agree a standard and best practice process
- To check and demonstrate that there are appropriate controls
- To include in tender documentation
- To prepare for GDPR compliance

Adapta's approach to process mapping

1.
Planning

- Identify processes
- Agree priority processes for mapping
- Agree workshop participant

2.
Development

- Run mapping workshops
- Write up results, circulate for feedback
- Meet again for feedback & further improvements
- Refine & finalise maps

3.
Implementation

- Test / pilot new processes
- Roll out
- Review & refine

Adapta's approach to process mapping

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Process Scoping Map V2

MISSION

Provide services to the XXXX industry

This is a **map of high & lower level processes** that the XXX undertakes. Please note that this is a working document to be further developed as necessary.

STRATEGIC OBJECTIVES

Raise & maintain standards within the industry	Promote & protect the industry	Organise & support events	Administer & grow membership

PROCESSES

Develop & maintain individual standards e.g. technical, legal, training

Provide advice

Governance with Code of Practice

Run courses

Provide advice – telephone, email, face-to-face

Sell products, accreditation & publications

Influence policy – international, European, national and sub-national

Build relationships with MPs & civil servants

Undertake market research e.g. surveys, visits

Collect member & non-member data e.g. turn over, subscriptions

Promote industry to consumers e.g. try an event, email marketing, website

Organise events e.g. parliamentary receptions

Encourage members to network e.g. organise events, shows, Associations

Promote industry to trade e.g. networking, events, international shows & missions

Organise & run our shows

Help members to participate in shows

Provide courses

Organise & run conferences, meetings & road shows

Organise & run international events

Maintain customer records (data quality)

Recruit & retain members

Provide support to group associations & governance structure e.g. events, meetings

Process member subscriptions

Deal with customer complaints

Recruit & retain customers (members, visitors, exhibitors, delegates, consumers)

Deal with customer queries - signposting

Internal inter-dept processes – HR, IT, facilities management, finance

Prioritising processes for mapping

Possible selection criteria:

- Core processes essential to organisational strategy, objectives and mission or
- Processes that are:
  - A significant source of income
  - Failing to deliver desired or required outputs
  - Consuming most or too much resource
  - Taking too long to complete
  - Are manual or labour intensive
  - Generating complaints from supporters or customer
  - Causing frustration amongst staff

Adapta's approach to process mapping
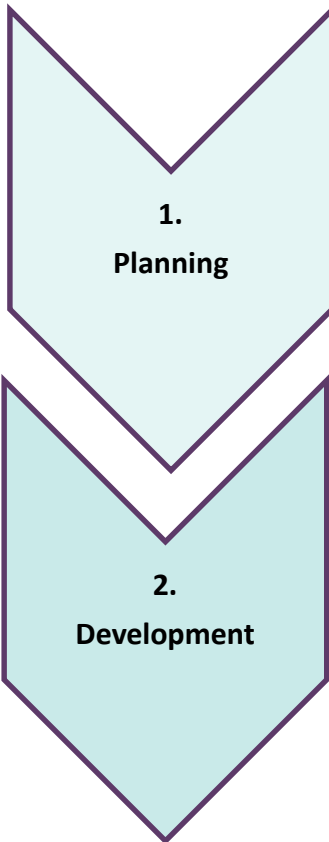
1.
Planning

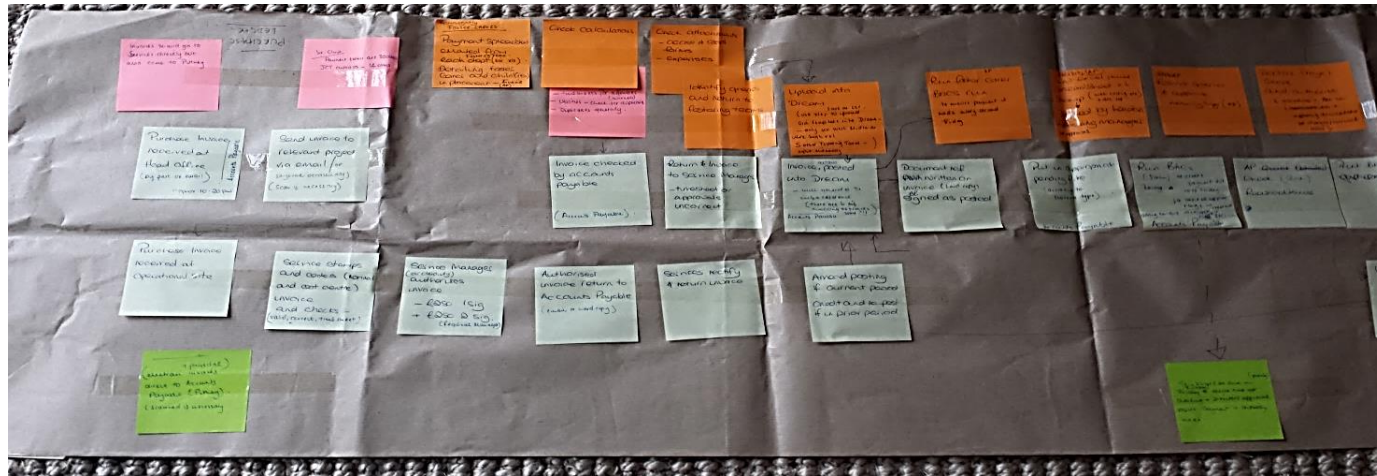- Identify processes
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Process mapping workshops
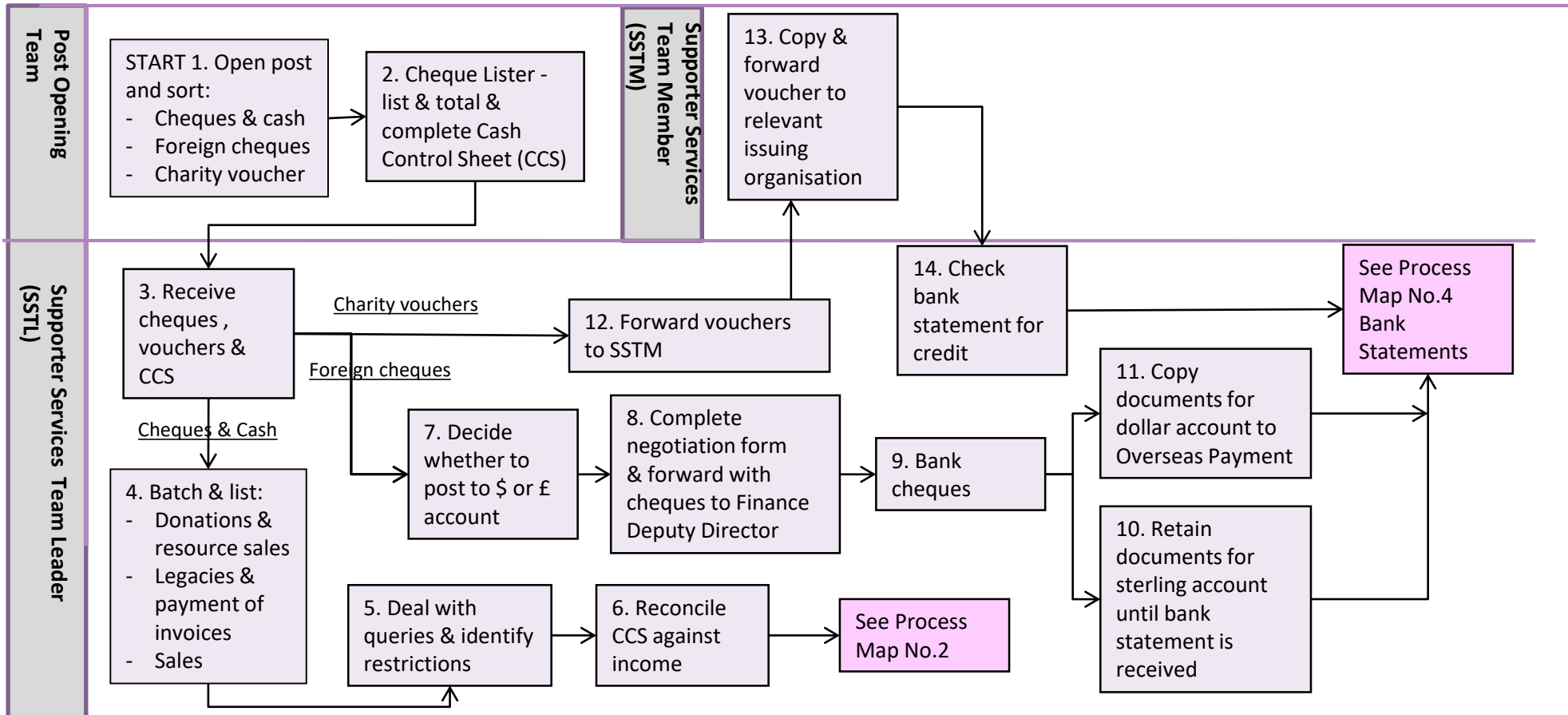
Traditional brown paper group exercise

✔ Team building
  ✔ Encourages everyone to participate
    ✔ An opportunity to visualise the process
      ✔ Allows understanding of roles, pressures
        ✔ Develops buy in to the process

INCOME – CHEQUES, CASH, FOREIGN CHEQUES, CHARITY VOUCERS

Process Map No.1

Post Opening Team

START 1. Open post and sort:
- Cheques & cash
- Foreign cheques
- Charity voucher

2. Cheque Lister - list & total & complete Cash Control Sheet (CCS)

Supporter Services Team Member (SSTM)

13. Copy & forward voucher to relevant issuing organisation

Supporter Services Team Leader (SSTL)

3. Receive cheques , vouchers & CCS

Charity vouchers → 12. Forward vouchers to SSTM

Foreign cheques

Cheques & Cash

4. Batch & list:
- Donations & resource sales
- Legacies & payment of invoices
- Sales

7. Decide whether to post to $ or £ account

8. Complete negotiation form & forward with cheques to Finance Deputy Director

9. Bank cheques

11. Copy documents for dollar account to Overseas Payment

10. Retain documents for sterling account until bank statement is received

14. Check bank statement for credit

See Process Map No.4 Bank Statements

5. Deal with queries & identify restrictions

6. Reconcile CCS against income

See Process Map No.2

NOTES

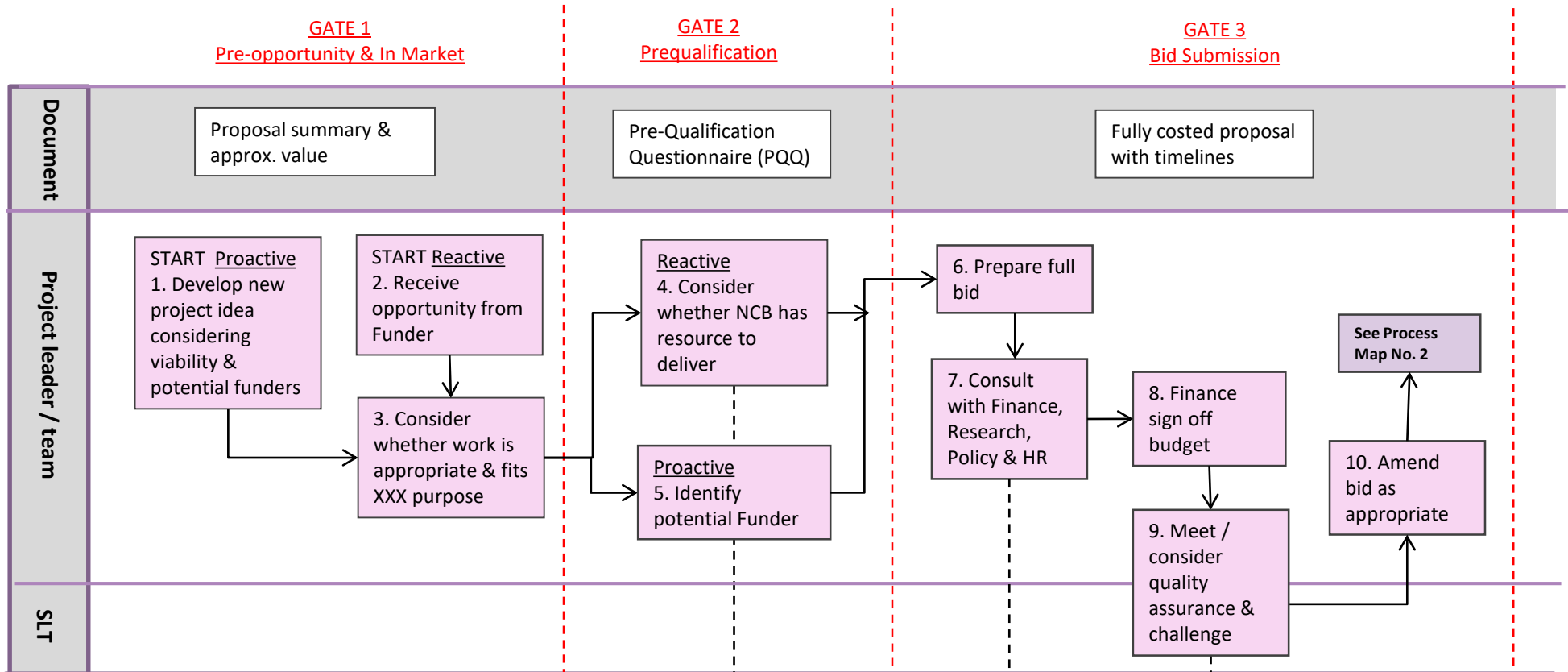Approximately 30 – 40 cheques are received 4 days a week

Any necessary journal adjustments (e.g. for incorrect fund coding) are made by the Supporter Services Team Leader within the Sage nominal ledger

Cheques and cash received directly by the IMC are kept in a safe until banked each month. The IMC Manager notifies Finance of its banking.

V3

PROJECTS JOURNEY – The Bid

Process map No. 1

The Salesforce Project Pipeline (SPP) is used to log and record progress of all work for which the XXX is required to submit a tender. This includes all project work for statutory funders and charitable trusts. It excludes all work that is directly commissioned, or ordered, without a tender process, including Memberships, Events, Publications, Speaker fees. Staff should record contacts, potential partnership opportunities and fundraising information in Salesforce

	GATE 1 Pre-opportunity & In Market	GATE 2 Prequalification	GATE 3 Bid Submission
Document	Proposal summary & approx. value	Pre-Qualification Questionnaire (PQQ)	Fully costed proposal with timelines

Project leader / team

- START Proactive 1. Develop new project idea considering viability & potential funders
- START Reactive 2. Receive opportunity from Funder
- 3. Consider whether work is appropriate & fits XXX purpose
- Reactive 4. Consider whether NCB has resource to deliver
- Proactive 5. Identify potential Funder
- 6. Prepare full bid
- 7. Consult with Finance, Research, Policy & HR
- 8. Finance sign off budget
- 9. Meet / consider quality assurance & challenge
- 10. Amend bid as appropriate
- See Process Map No. 2

SLT

NOTES

Data required for SPP entry
Client name : Name of Funder
Opportunity: Description of work to be undertaken
Department: XXX department or partnership name
Start Date: Anticipated date when work will start
End Date: Anticipated date when work will be complete
% Go: Likelihood of obtaining internal approval to proceed
% Win: Likelihood of success if bid is submitted
TCV: Estimate of total contract / grant value (start to end)
Bid budget: Estimate of expenditure to develop the bid

A process is needed for cases where a team does not have the capacity to bid or deliver. Other teams/associates may be able to deliver with support from the team.
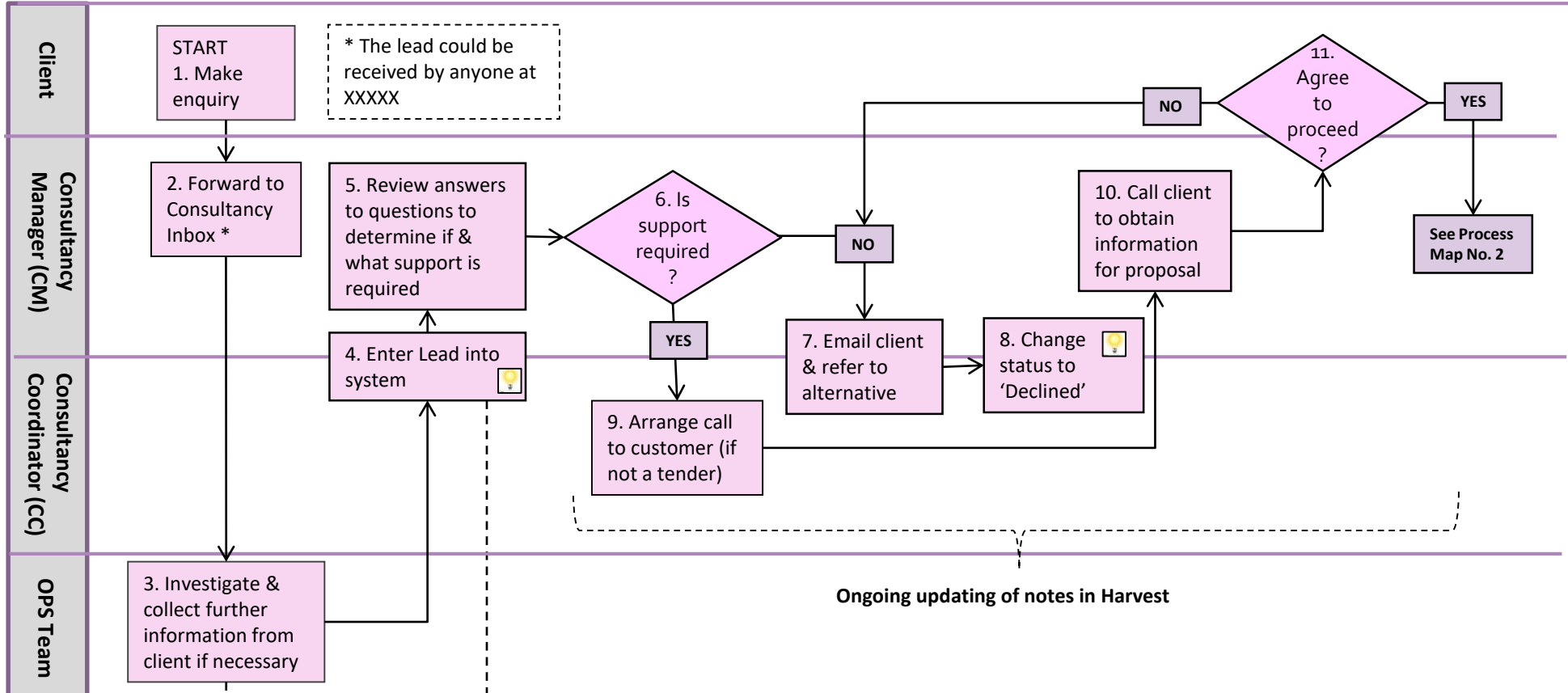
An 'Innovations Fund' to provide for good ideas would be helpful

Consult - monitoring and evaluation, internal policies and research, potential staffing implications

Challenge if bid is in excess of £50K per annum
Consider partnerships, budget, risks, impact on core teams

'Budgetary Guide' – need to review and provide training to staff

Initial contact ➡ Needs analysis …………………………………….. ➡

Lane	Content

Client

START
1. Make enquiry

* The lead could be received by anyone at XXXXX

11. Agree to proceed ?

NO **YES**

Consultancy Manager (CM)

2. Forward to Consultancy Inbox *

5. Review answers to questions to determine if & what support is required

6. Is support required ?

NO

10. Call client to obtain information for proposal

See Process Map No. 2

7. Email client & refer to alternative

8. Change status to 'Declined'

Consultancy Coordinator (CC)

4. Enter Lead into system

YES

9. Arrange call to customer (if not a tender)

Ongoing updating of notes in Harvest

OPS Team

3. Investigate & collect further information from client if necessary

NOTES

Use email template of questions to collect information from client

Lead information, contact person, timeframe, location, type of assignment (Harvest Event)

Potential Improvements
1. Generate a new Contact on Harvest, drop-down for client and location (no more free text!!)
2. More options for multiple-locations and multiple consultants per project
3. Standardise status description to 'Declined'

PRODUCT APPROVAL

Journey map No. 8

(for standard packaged products, but there is a need to be able to record exceptional cases too where the label is being used in an abnormal way. Journey could also work for XXXX & promotional material
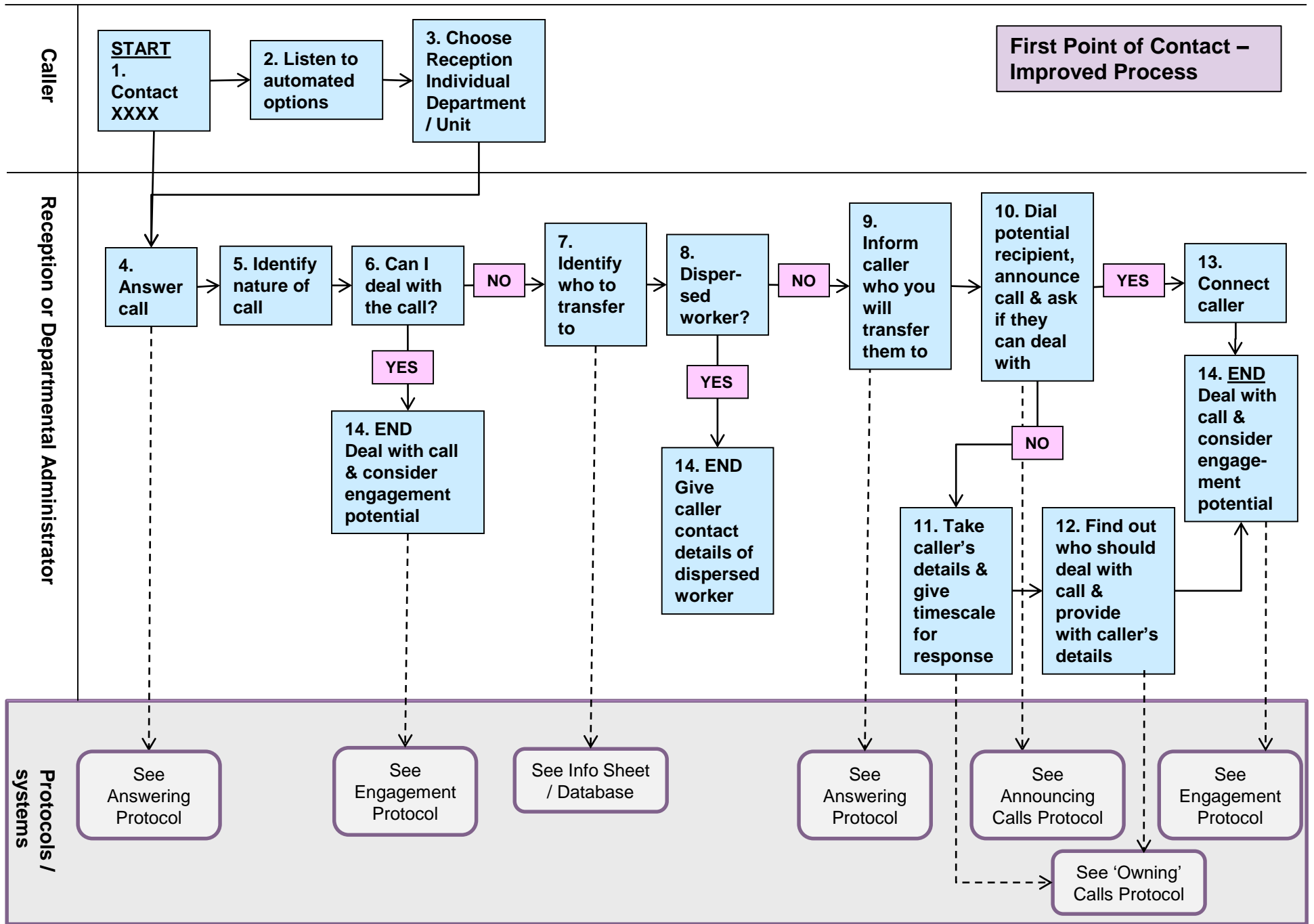
Client Web Portal

START
1. Submit artwork file with layout & Product Approval Form (PAF) ** for new & redesigns to EAM

7. Amend artwork

5. Return to Client

Ecolabel Account Manager (EAM)

2. Review & run by checks *

4. Approve artwork ?

NO

YES

12. Save artwork in Electronic Document Management System

CRM

3. Mark status as Product Approval In Progress & auto populate E-Cert

6. Change status to Product in Progress Approved & auto populate E-Cert

8. Change status to Product Approved & auto populate E-Cert

13 Record date of re-design if applicable

END

Outreach

10. Check product status in response to client queries

9. Receive notification

11. View reports to see when a client has products coming up

NOTES

* Use Ecolabel User Guide, PAF, XXX policies, E-Cert and website to check artwork for:
- Size & colour of label
- Text & language of claim
- CoC number
- Species
- Catchment area
- Method

** Product information recorded:
- Category
- Trade name (on pack)
- Launch date of product
- Internal license holder reference
- Reference number
- Product barcode
- Species sourced from
- Distribution country
- Brand name

Caller

START
1. Contact XXXX

→ **2. Listen to automated options**

→ **3. Choose Reception Individual Department / Unit**

First Point of Contact – Improved Process

Reception or Departmental Administrator

4. Answer call

→ **5. Identify nature of call**

→ **6. Can I deal with the call?** — **NO** → **7. Identify who to transfer to** → **8. Dispersed worker?** — **NO** → **9. Inform caller who you will transfer them to** → **10. Dial potential recipient, announce call & ask if they can deal with** — **YES** → **13. Connect caller**

6. Can I deal with the call? — **YES** ↓
14. END Deal with call & consider engagement potential

8. Dispersed worker? — **YES** ↓
14. END Give caller contact details of dispersed worker

10. Dial potential recipient... — **NO** ↓

13. Connect caller ↓
14. END Deal with call & consider engagement potential

11. Take caller's details & give timescale for response

→ **12. Find out who should deal with call & provide with caller's details**

Protocols / systems

See Answering Protocol

See Engagement Protocol

See Info Sheet / Database

See Answering Protocol

See Announcing Calls Protocol

See Engagement Protocol

See 'Owning' Calls Protocol

Adapta's approach to process mapping

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Summary of process mapping benefits

- Helps to identify areas of weakness and potential improvements
- Allows a shared understanding of the whole process … who is involved, dependencies and links between tasks
- Clarifies roles, responsibility and accountability
- Helps with developing a consistent and standard approach to doing things
- Provides a mechanism for checking that you have appropriate:
    - deadlines in place for undertaking tasks
    - compliance controls …consider GDPR
- An opportunity to review information recorded, sufficient for making management decisions
- Works well as a team building exercise

Tips for successful mapping

- Led by senior managers
- Identify goals for process improvement e.g. use less resource, work faster,
- Get the right mix of people involved in the workshops and empower them to question everything
- Focus on outputs and customers, not tasks
- Good processes have:
  - Clearly defined tasks, outputs, timescales and customers
  - Have as few handovers as possible between departments and teams
  - Are measurable
- Support employees who struggle with change
- Follow up to ensure changes have been implemented … make further changes if necessary

Business Processes & Cake

The Children's Trust | A Business Process Case Study

Nicola Smith, Director of Strategy & IT

31 January 2017
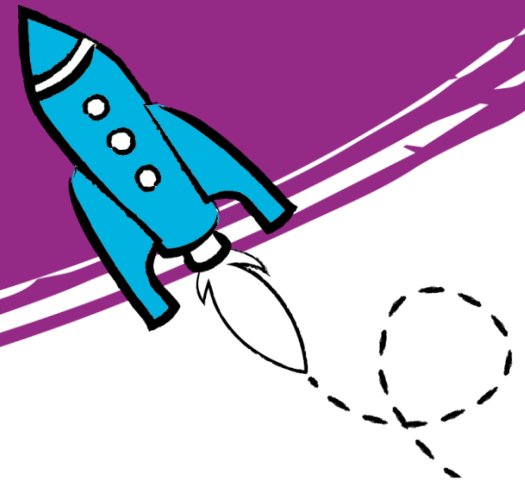
Introduction | Where did it all start?
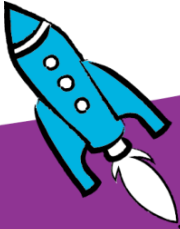
Introduction | How we support children and families

Rehab

Family Support

Education

Research

Care
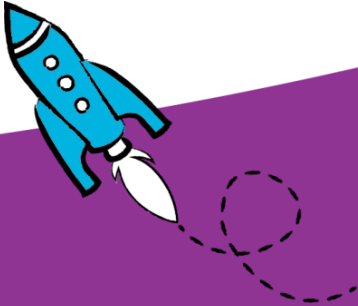
External Environment | Influencing Factors...

Financial Pressure

Public Trust

Recruitment

Political Landscape

The answer?
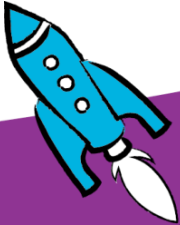
The Future | **Where are we trying to get to?**

Change perceptions

Remove duplication

Improve controls

Use technology to improve care

Get staff / children / parents involved

Support compliance

Use technology to drive donor funding

Sustainable future
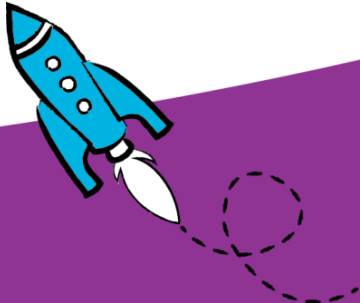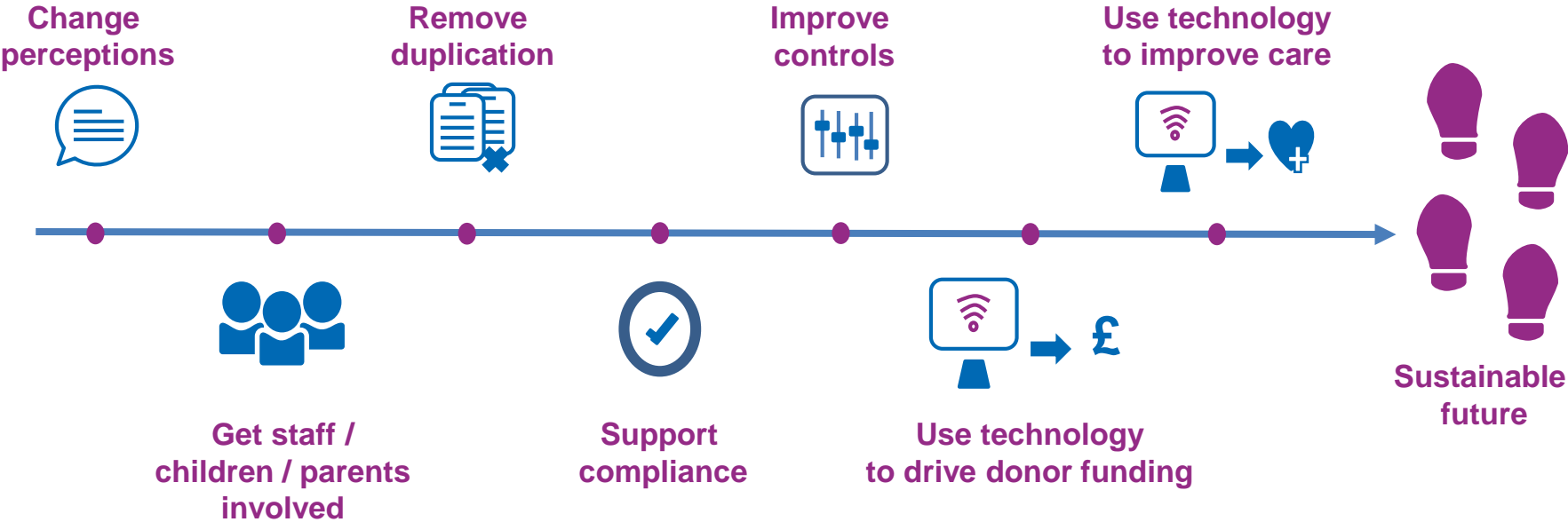
The Children's Trust | Challenges

Paper-based
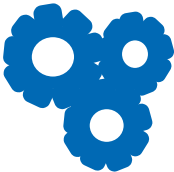
No processes

Compliance agenda

Money to invest

Old systems

Silo-working & culture
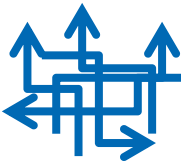
Complex organisation
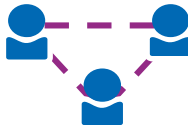
Resource
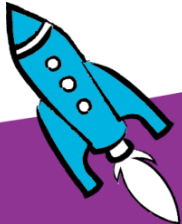
The process | **Where are we now?**

1. Engage Adapta

- Identify where we want to get to as an organisation
- Identified key areas of the organisation to target

2. Process map

- Engage staff – IT survey
- Process map key business critical functions and departments
- Engage other key stakeholders

3. Synthesis

- Objective view of key systems
- Highlight inefficient areas, duplications and areas that could be improved

4. Strategy & roadmap planning

- Roadmap improvements
- Analyse current systems and what is needed – address the gap
- Invest in fit for purpose systems

5. Implementation

- Reduce duplications and inefficiencies
- Implement improvements
- **Increase working efficiency, value for money and time to provide top quality child-focused care**
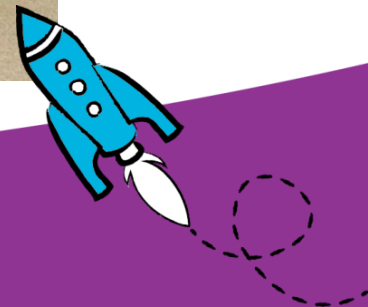
The Future | How can we help each other?

- **Events**

- **Sharing expertise / innovation networks**

- **Utilising organisations, such as Charityworks**

- **Encouraging charity sector recruitment**

- **Partnering with private sector**
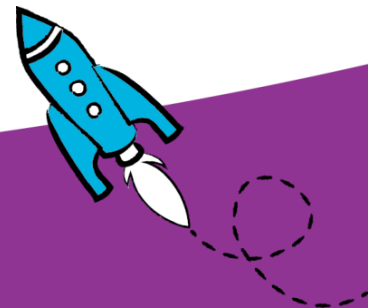
nsmith@thechildrenstrust.org.uk

The Children's Trust | Adapta Business Processes & Cake

Business Processes & Cake

enham trust
the power of yes

Susan Kent
Director of Finance &
Shared Services

Select and implement new financial systems

Required because:

- Growth

- Changes within Charity

- Complexity and wide geography

- General improvements in market

Manual accounting records

Select and implement new financial systems

- **Realistic timescale**

- **Appropriate professional support**

- **Internal resources**

  - **Project Manager**

Select and implement new financial systems

- **Background knowledge of market**

- **Scope**

- **Trustee engagement**

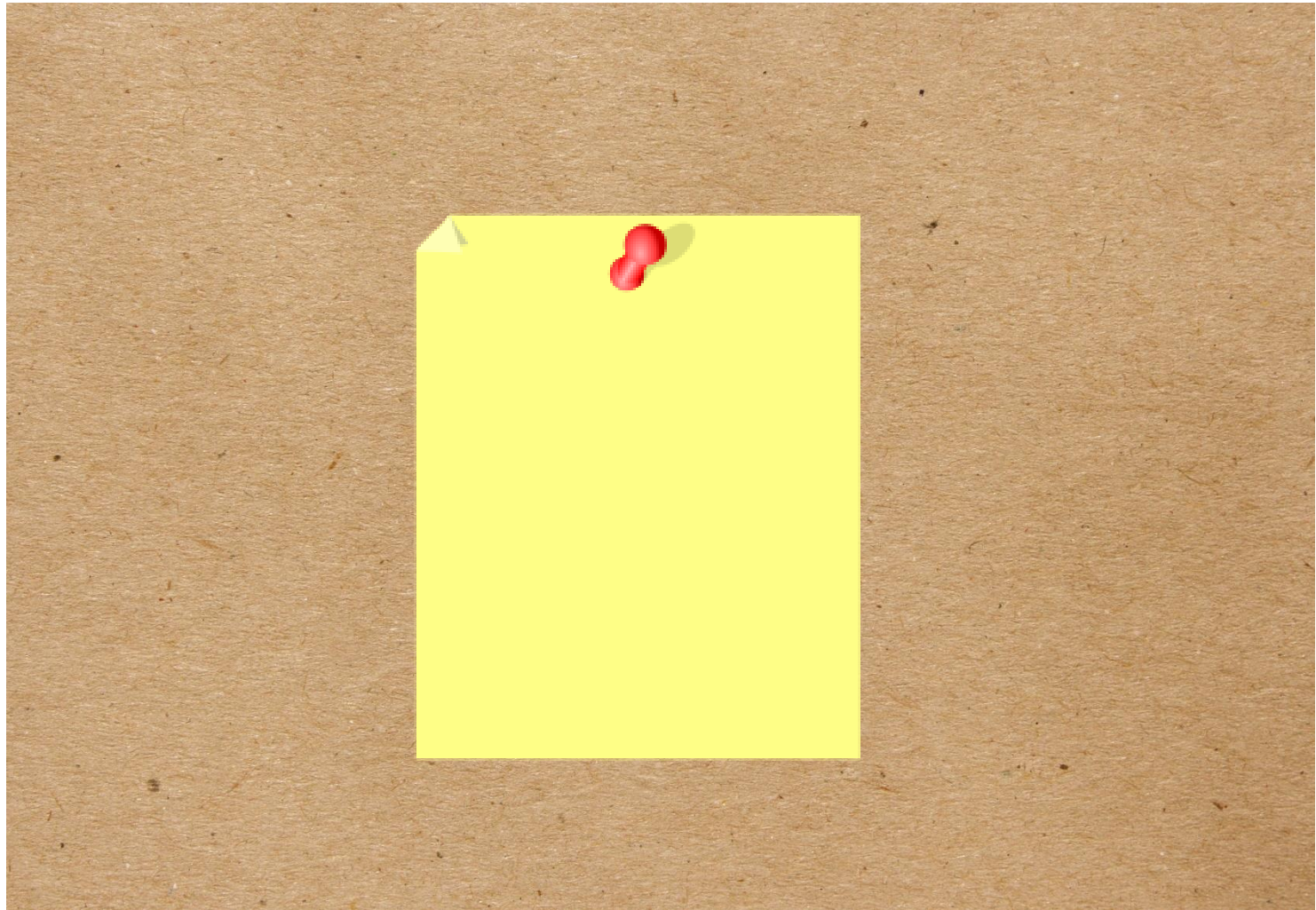- **Risk**

Select and implement new financial systems

Process mapping – what did we anticipate?

- Existing systems and controls

- Engagement

- Identify areas where change might be required

- Think about the opportunities offered by new system

Select and implement new financial systems

Select and implement new financial systems

Process mapping – what extra did we get?

- Identified early adopters

- Perspective

- Better able to focus resources

- Rehearsed issues ahead of systems configuration

Select and implement new financial systems

Found it so useful we did it again…

- **Implementation of rota management system**

- **Process map identified some of complexity – iterative**

- **Good practice**

- **Indicator of challenges with system**

Any questions?

Discussion and feedback

- Is business process mapping worth the effort?

- What would need to happen to make it work in your organisation?

Review and close

Presentations will be available to download from the Adapta website soon
www.adaptaconsulting.co.uk

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