
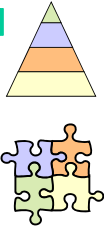





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Command and Control
Vs
Systems Thinking





Why is this any different?



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Principles of Systems Thinking

- Customer sets the nominal value**
Understand and respond to what matters to the customer
- Only do the value work**
Do what matters
- Single piece flow**
Take responsibility from start to finish
- Challenge but don't break the law**
Understand and interpret what the law means for us
- Use measures that help us understand and improve**
[Customer Point Of View]
- End to end time from demand to completion – relate to purpose**
- Fix it right first time**
Don't bodge it, make sure it stays fixed



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Check
Plan
Do



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Check

- Understanding demand
- Current systems
- What it is now
- Understand how the work works
- Identify System Conditions

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Plan

- What does perfect look like?
- Removal of waste from the flow?
- How can we turn off failure demand?
- Overcoming System Conditions?
- Measures

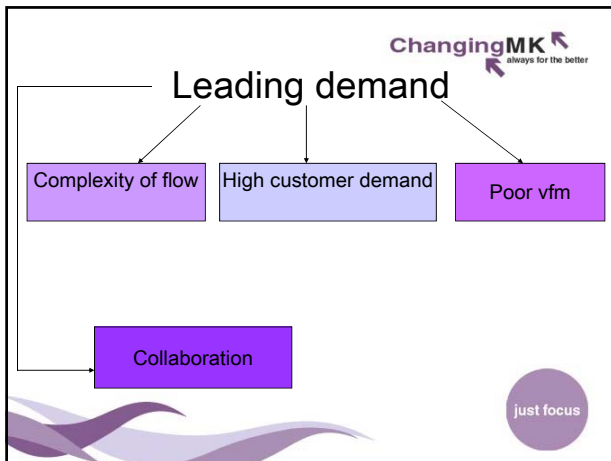
just focus

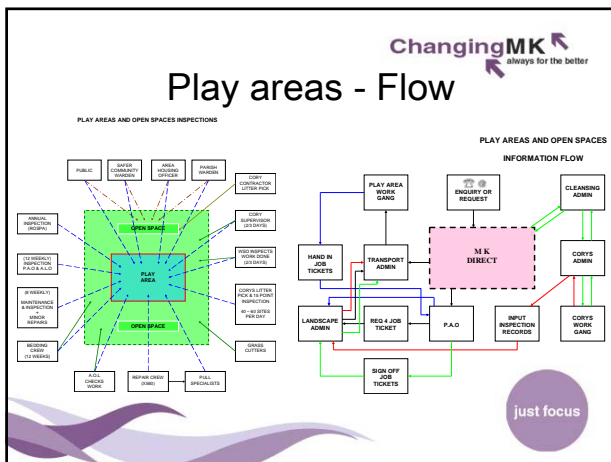
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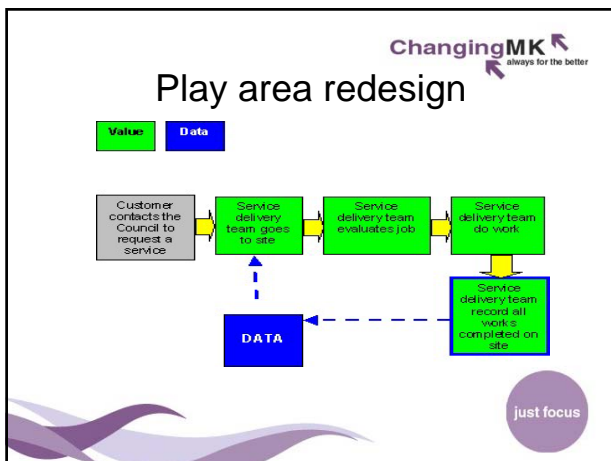
Do

- Go do it
- Learn, challenge, change
- Do whatever we need to but don't break the law
- Talk to stakeholders

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How we maintained to this flow



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How we maintain now



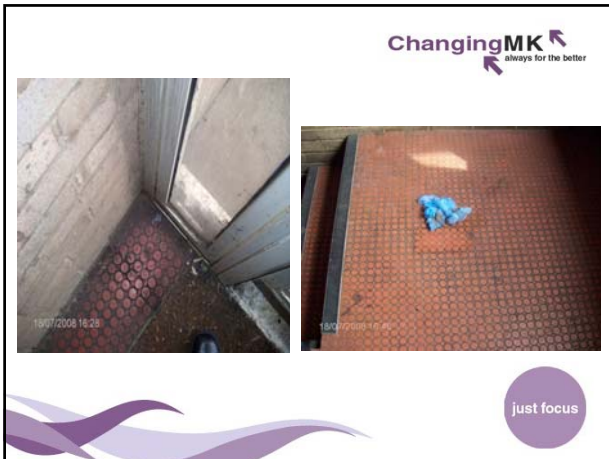
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Housing – Communal Cleaning

- Poor performance
- Poor materials
- No priority of work
- Inspection
- No measures

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Cleaning results

- Introduced meaningful measures
- Identified new materials and equipment
- Investigating bringing back in-house

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Thirlemere/Bala

- Purpose was to produce the 'perfect street'
- Housing
- Landscape
- Cleansing
- Highways
- Parish/town council
- Residents
- Schools
- Planning

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Thirlmere - Learning

- The right order to do things
- Garages have roofs
- People use bins if they are provided
- We don't know what we own
- Communication should be face to face where possible
- Encams measure and customer expectation not the same thing
- Area officers roles are no longer fit for purpose

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Street clean

- No-bin Policy
- You drop it we will pick it up
- We pick litter in clean areas
- Contractual restraints

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What we do now

- Core team
- Pull in expert resource
- Training style
- Support project
- Support managers
- Evaluate data
- Make immediate changes where possible
- Write report with recommendations
- Monitor and Review

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Other service areas

- Audit
- Revenues and Benefits
- Planning
- Housing repairs
- Void turn around times
- Right person Right home
- Re-structure of Street and Transport services

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Reminders

- Not bad people, just bad systems
- Avoid fixing the wrong thing
- Start small
- Learn and re-test
- Patience
- Identify resource
- Ask the expert
- Keep a learning log
- Never get a better chance to make a difference