


Applying lean systems thinking to council services in Wales

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Purpose of Today

To Provide an insight into systems thinking and what we have been finding within Neath Port Talbot CBC



Why tell you today

- WAG Ministers (Finance Committee)
- CIPFA Wales
- PSMB – Organisational Raid
- WLGA – Chief Executive
- Audit Commission

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NPT Programme (Ongoing)

- Development and Control
- Disabled Facilities Grants
- Streetcare (Refuse Collection, Recycling, Trade Waste and Bulk Collection)
- Housing Benefits and Council Tax
- Environmental Health
- Trading Standards
- Occupational Therapists
- Anti Social Behaviour
- Blue Badges
- Child Protection
- ICT

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Impact of Targets

Decisions Made by Day (Jan 2006-Feb 2008)

Number of Applications

Day Decided

Planning

56 days / 8 weeks

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Systems Thinking Theory

- Understand **How** we currently work from our customers perspective
- Understand **Why** we work in this way
- Experiment with new principles in designing and managing the work
- Make this the normal way in which we work

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What is a Systems Review

- Review Team made up of volunteers from the **front line** as well as managers of the service.
- Three stages: Check (Investigation)
Plan (Redesign)
Do (Roll In)

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What does “Check” do:

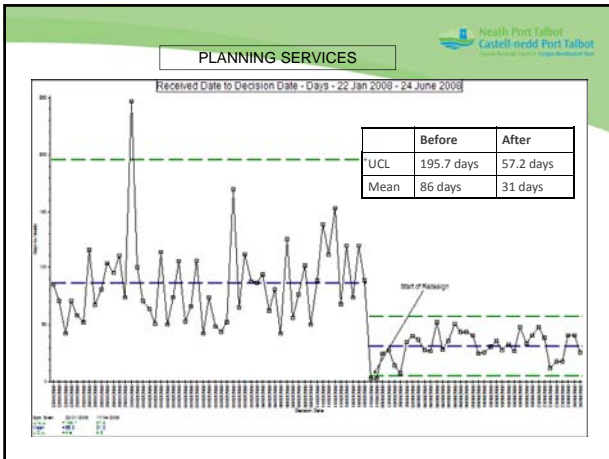
- Purpose (from customers perspective)– help staff understand the predictability of demand and what matters to customers - we can then determine our operational purpose (and not defacto purpose)
- Act on Demand – once we understand the Type and Frequency of demand - we can turn off causes of preventable demand and design to value demand
- Measures – the ability to respond to purpose (using Capability Charts)
- Flow – Identify the value work which directly helps us achieve purpose from the customers point of view. All other work is waste (as it not value). Identify the root causes of this waste

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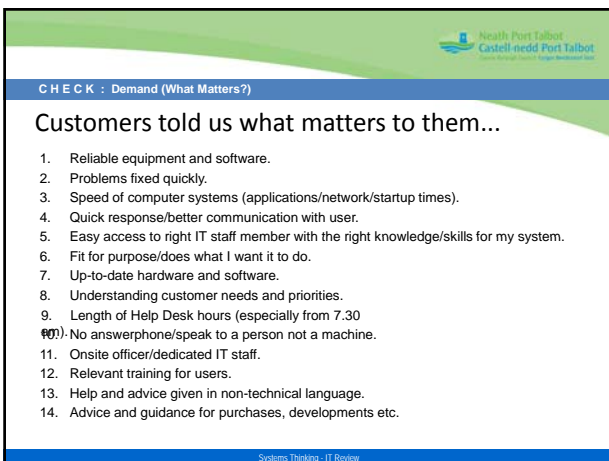
Customer focus or de facto purpose?

Development and Control

“Approve quality development quickly”	Purpose	“Meet Our Targets”
↓	↓	↓
E2E time of determining an application	Measures	“ Make a decision in 8 weeks”
↓	↓	↓
Help the applicant make a valid application	Method	“Impose conditions”







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Thinking Governs Performance

Management Thinking
↓
System
↓
Performance → Cost, Revenue, Morale, Customer Satisfaction

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“Pupils are forced out to boost school rankings”

“Hundreds of teenagers are being forced out of school halfway through their A-level courses because their teachers fear their grades will lower the school’s league table ranking.

Pupils who achieve less than a B grade in the AS level exams, taken after the first year of A-level courses, are being persuaded to leave some high-performing comprehensives, as well as grammar and independent schools”

The Guardian - 12 September 2009

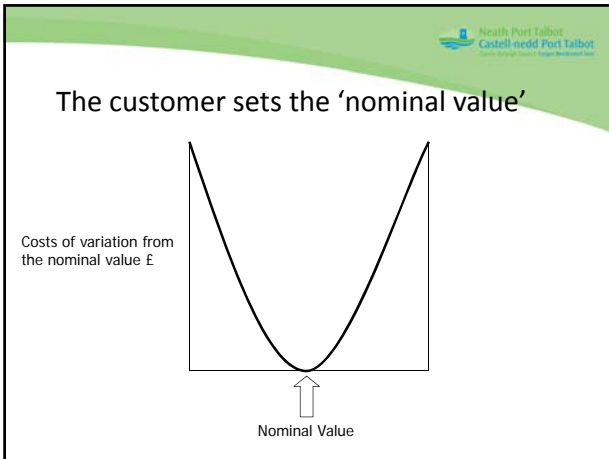
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Thinking Governs Performance

NPT BULKS

TARGETS ARE GOOD
↓
PICK UP ITEM WITHIN 10 DAYS
↓
3 ITEMS LIMIT

Management Assumptions
↓
System
↓
Performance



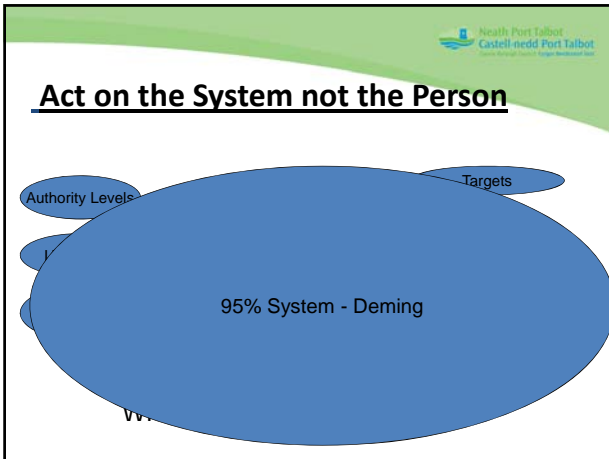
BULKS OLD WORLD:

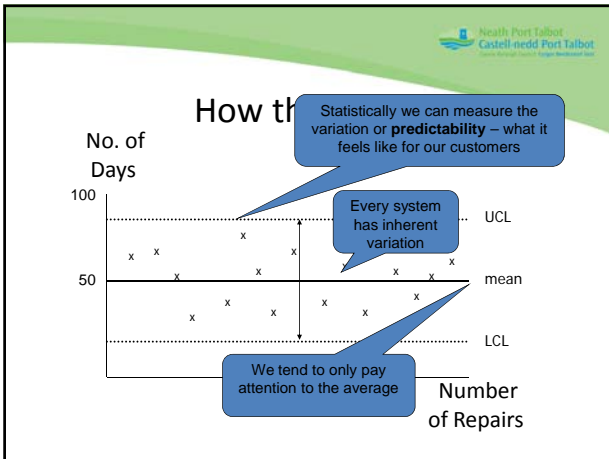
Customer: "I have quite a few items for collection"
Staff: "We can collect 3 items. When these have been collected, please telephone in again to arrange another collection".

This was 1 instance from 1 property:

03-APR-2009	3 KITCHEN UNITS
08-APR-2009	3 KITCHEN UNITS
16-APR-2009	3 KITCHEN UNITS
22-APR-2009	3 X KITCHEN UNITS
28-APR-2009	ROUND TABLE & 4 CHAIRS







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Findings From Our Reviews:

Our senior managers:-

- Worry about how NPT is doing against its Performance Indicators
- Try to get awards to prove we are a good Council
- Deal with budget pressures
- Deal with poor performance and complaints

Our front line managers:-

- Keep statistics, seeing how we perform compared with other authorities
- Focus on keeping to budget
- Promote, and defend, the service
- Check accuracy of work
- Worry about how up to date the work is
- Give guidance, help and assistance to staff

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Findings From Our Reviews:

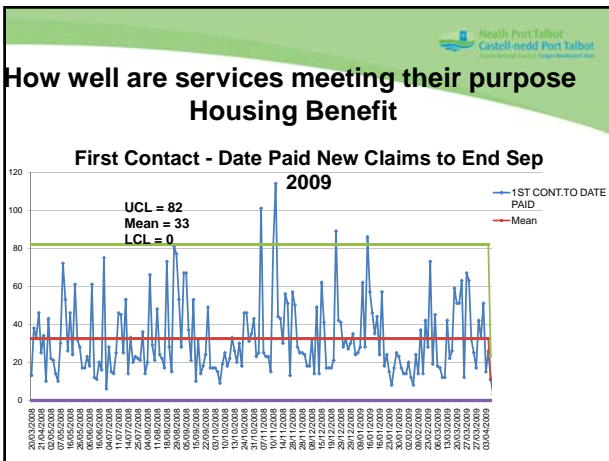
Our front line staff are:-

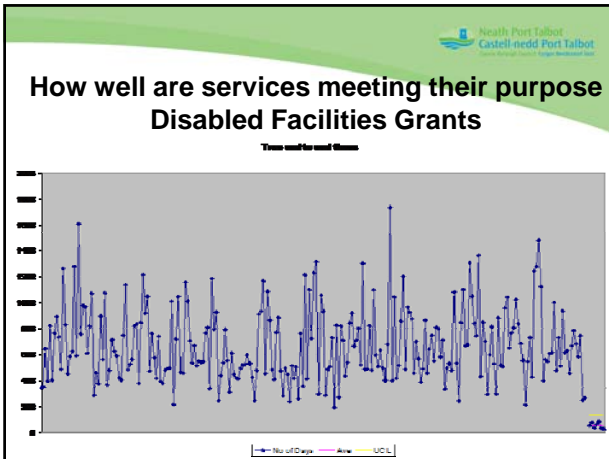
- "Doing what we're told"
- "Carrying out unnecessary procedures and duties"
- "Trying to deliver a complicated system within limited time and stretched resources"
- "Correcting errors and having to ask customers for things that should have been asked for initially"
- "Working as quickly as possible"
- "Trying to prevent complaints"
- "Dealing with paperwork, emails, and fire fighting"

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MEASURES

'How do we know we are doing a good job
(from the point of view of the customer)'





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↑
Capacity = Value Work + ~~Waste~~

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Getting the Leaders and Politicians to do the right thing is not easy

- They need to understand the system by undertaking the Normative experience (Walk the Walk with staff)
- They need to understand that Good Measures need to replace targets
- Managers need to concentrate on the System and not the Person (95/5 Deming)
- Training of Members and Union Officers
- NPT has introduced its own Corporate Operating Principles e.g. spend time in the work walking the system with the workforce

Embedding A Change of Thinking Across NPT

Draft Corporate Operating Principles - Sample

- The purpose of our services is to deliver what matters to our customers. The role of our support services is to help front line staff to deliver what matters to the people who use our services
- We will identify our customers by understanding who the system was set up to serve.
- We will design our systems so it is easy for our customers to access the services they need.
- Managers will spend time with staff in the workplace, to understand how the systems work. Managers will remove obstacles that prevent staff doing what matters for our customers.
- Our measures of performance will be designed to tell us how well we are meeting the needs of our customers. Managers will use these measures to investigate and understand why performance varies and then act on the system to improve performance.
- We want everyone to challenge if we are doing work that is not adding value.

In Summary

Purpose → From the Customers Perspective

Measures → Understand what is happening
Remember – variation is inherent

Method → Managers Act on the System and not the Person

Thank you for Listening

Any Questions?
