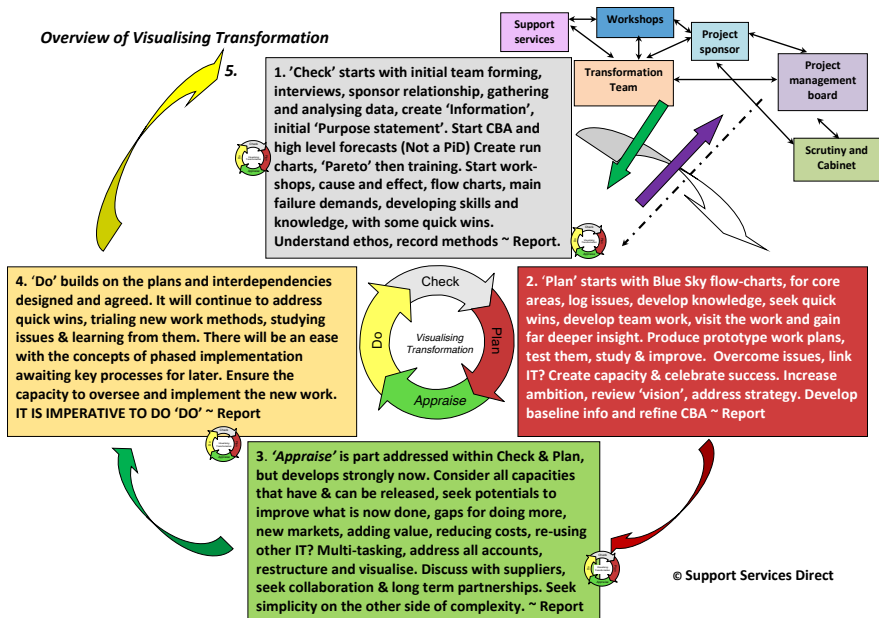




Transformation for Councillors

Edition five of the Pocket-book series

Dave Gaster 2019

A practicable guide blending a professional whole-system awareness with a light touch introduction to 'Lean and Systems Thinking' (L&ST) - Achieving More for Less.

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Pocket-book published by Support Services Direct as part of the Visualising Transformation series. Previous Books include: Quality or Politics, Visualising Transformation and VT-Achieving More for Less.

Booklet One: Potholes, Two:
Waste (Recycling and Cleansing)
Three: Fleet Management
Four: Passenger Transport
Five: Transformation



Also 'Total Transport - from theory to practice'

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1. Introduction:

The Councillor Pocket-book series is designed to be short, useful summaries for Local Government and operational issues, without over-simplifying the subjects, enabling Councillors to ask better questions.

Booklet five: Transformation.

Background:

The majority of 'transformations' within Local Government tend to be either financially anchored to save money, or ICT based to lever in change while modernising customer contact. Too often a system or way of working from somewhere else is expected to be cloned and work immediately. That is virtually never the possible.

Those 'so-called' transformations tend to be either Prince 2 or ITIL led, with a Programme Management Office in control of a series of 'pre-ordained' activities as defined by the Programme Initiation Document (PID).

70% of transformations based on those ways of working fail to achieve the required outcomes. That's more than 2 out of 3 programmes fail. And yet, this is the industry norm!

The PID's are written by well-meaning Programme Mangers, who rarely are professionals within the service being reviewed, rarely fully understanding the complexities of the work undertaken. ... 70% fail ...

If you don't understand a system, how can you improve it?

If you change a system you don't understand, how do you avoid 'Unintended consequences'?

Visualising Transformation (VT) is an adaptable methodology

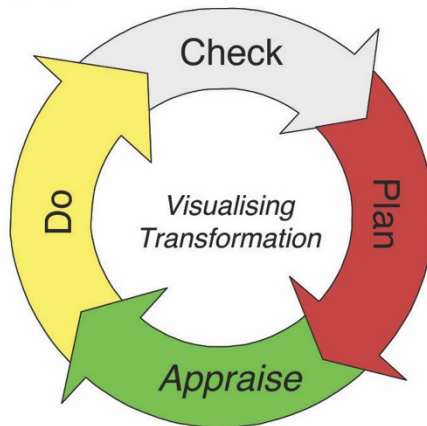
to understand, improve, broaden and deliver a new way of working to save money, AND improve service delivery.

Unlike 6 Sigma, it doesn't focus on one tiny element at a time: 'make this efficient and move on'. Making one bit of a bad service better, can make the whole service worse!

Nor is it 'Lean and Mean', creating efficiencies across a service, resulting in mass redundancies, with a demoralised workforce. Over the last 20 years, VT has created as many posts as have been reduced, most often adding to income far more than reducing costs could ever achieve.

VT is designed to be adaptive within the public sector and service sector, it has a core engine in the middle based on CPAD (See-Pad) standing for Check - Plan - Appraise - Do.

Single process review



VT underpins continual improvement; then is the way of working once the transformation has been implemented, where the first phase of CPAD often exceeds requirements of the review, but then continues to improve, better services, lower costs, more income, fewer complaints....

2. Starting with 'Check'.

Check is needed at the start of the change process, using the six questioning modes of What, Where, When, Who, Why and How. How 'big' is the whole system under consideration? What are its linkages: within the authority, with other authorities and companies? How does it link with society? What are the boundaries and 'no-go' areas?

The starting point is always easy, 'Start from where you are welcome!' From informal discussions, through one to one interviews; to groups and the whole organisation sessions.

From the outset, try to establish "What good looks like", from the sponsor's point of view; the organisation; middle management and front-line workers. If you are allowed, find out what customers think about the service, and what good would look like to them?

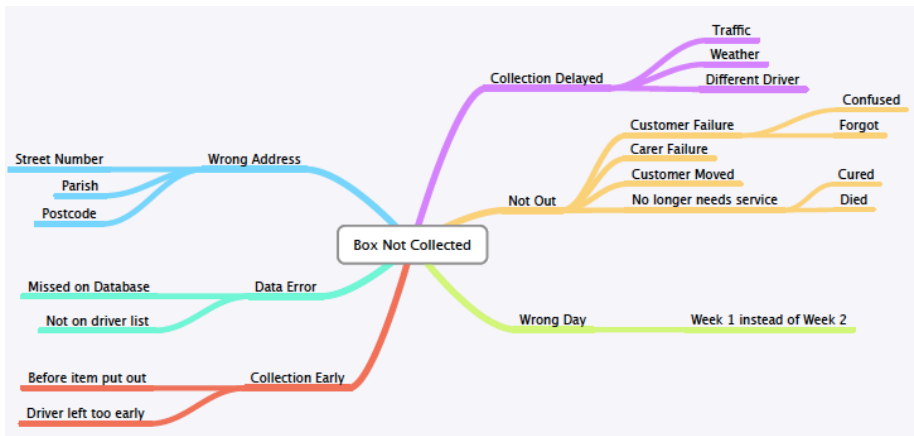
Collate a list of elements within the system, find out volumes of work types, which are apparently good, which have room for improvement. What are the resources used in the service, where are they, are they fit for purpose?

Check the hierarchy of structure and work allocations, understand the systems in place (apparent and real). See what IT there is, is it well used, is it good and reliable, does it link together, can it link together? What could that IT do ... if only it were better used, better understood?

As Check proceeds; ever-increasing amounts of data and information will be created, this could include:

Spreadsheets, finances, flow charts, structure charts, cause and effect charts, Pareto analysis, mind-maps, affinity diagrams, GIS maps, rich pictures, decision trees,

between Data and Information, with the increasing build towards Knowledge > Insight and Wisdom. One of the reasons most reviews fail is that too little information is created, with a propensity to take a successful way of working from somewhere else, cloning it in, then expecting it to work here.



Simple mind-map showing causes of errors.

Once information is starting to emerge properly some 'transformation training' involving a cross-section of management and front-line workers via a three-day course will help get those people working together and enable the developments of the Benefits Realisation Plan. (BRP).

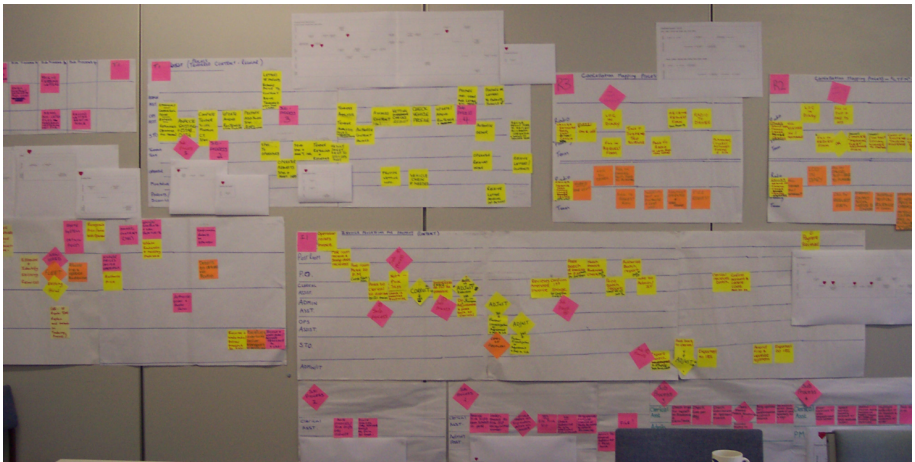
The BRP can be a multi-layered spreadsheet, with Purpose being agreed, establishing some guiding aspirations for what 'Good may look like'. Behind that a simple list of known aspects that could be improved. Often one-line statements like 'We could share that information with X much earlier' or, 'Have all customer contact via the enquiries team', or, 'Use one lead technician with one other able to cross-cover'.

Initiate a wide-reaching training regime enabling a cross

section of officers, operatives, supporting services, managers, and potentially customers to learn what a true transformation may feel like, then:

Initiate a whole service (Cross section representation) workshops to look at ways of working, rapidly moving from 'As Is' designs to simple 'To-be' designs, with all involved. Use the BRP ideas for improvement, adding to those ideas, and developing threads (workstreams) of volunteers to look at them in a systemic way, gathering more information to create local enhanced knowledge of the system.

From those threads, a series of analysis, design, trial of new ideas and improvements can be made, to gradually Plan new ways of working.



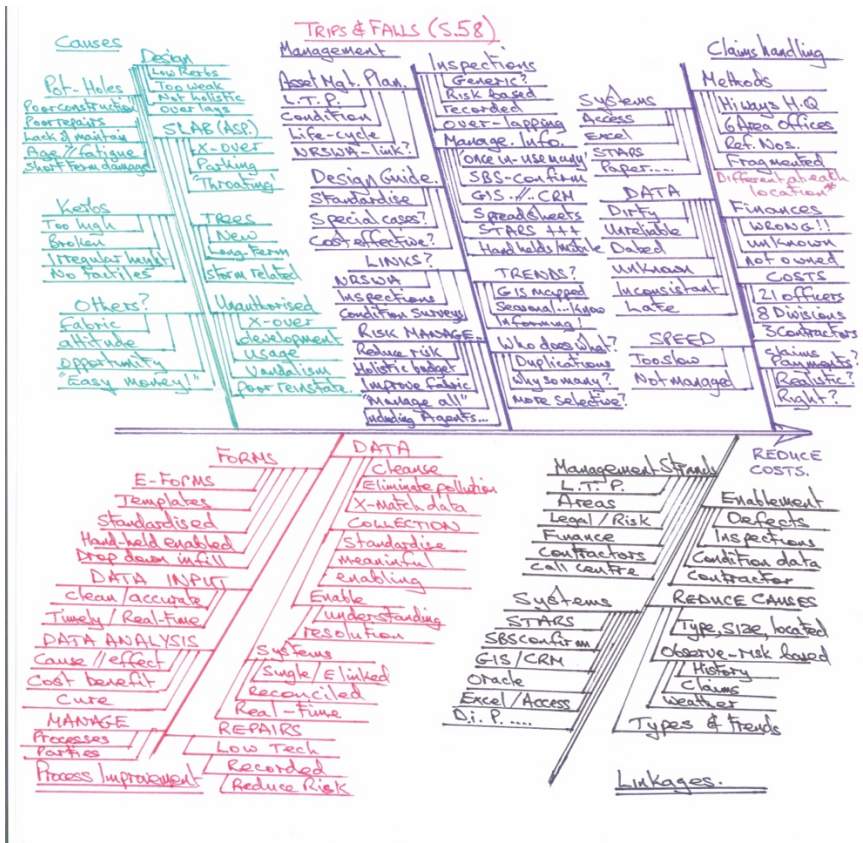
A few flow diagrams drawn in an initial workshop.

To make change easier we have made this less esoteric to show Data > Information > Knowledge > Tactics (D>I>K>T) with many sustainable 'Quick Wins' being based on early discoveries of opportunities that will provide a useful fuel to the change process, providing capacity and confidence.

3. 'Plan'

Plan is where service redesigns take place. There is no hard line across the whole service when Check ceases, and Plan starts.

Sometimes relatively easy gains are made very early within the thread meeting activities, that enables duplicated work to be brought together, or for instance, needless work to cease. These carefully understood changes can lead to 'Quick wins' that add capacity to the teams involved, while improving moral, while reducing the fear of change.



Simple cause and effect diagram

Some changes of the service redesign can be decided by local management, while others may need Board or Member approvals. The more change confident the organisation becomes; the easier larger aspects of change will be.

As changes occur, update the BRP to show which aspects have changed, and what their net benefits are. It's generally wise to 'Under predict-over deliver'. That is; if you'll probably save £10,000 a year; and will take three months to achieve, predict with no optimism, log it as £7,000 and four months. By constantly over-achieving, moral improves and no 'inquests' are needed for failure.

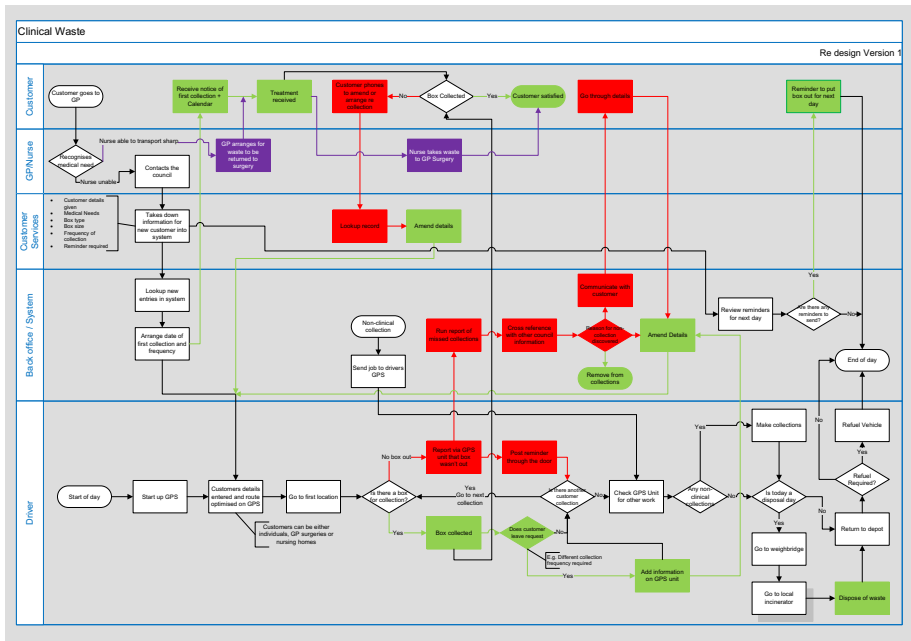
Develop an implementation plan during this time, so it can gain ownership while it evolves.

As the Plan cycle evolves, the BRP will have a few completed quick wins, with defined outcomes from each, plus several elements as Work in Progress, (WiP), with many more being investigated. The wider the information gained; and knowledge derived, the more accurate the total forecast improvements will be.

4. 'Appraise'

Appraise is unique to Visualising Transformation, it's a stage of slight pause and reconsider. If a number of items can be made more efficient, then either capacity to get work done will improve dramatically, or most likely, job losses will occur as savings are harvested.

What if; during Check - Plan you are listening to 'What good looks like' from customers and the whole system. What if, there are growth opportunities if only we had the capacity to pursue them?



Flow diagram with feedback loops indicated.

i) Within Housing management, that could be investing heavily into new works such as 'Disabled Adaptations'. (DA)- In a housing association (HA), improved productivity and ways of working enabled achieving 100% of emergency and urgent works on time, with released capacity for other work, disabled adaptations were carried out occasionally to specific designs.

We created five specific DA design modules, with set costs against core sizes, then won over £1M worth of new work, enabling the PCT and Social Care services to greatly reduce backlogs of 'bed-blockers'. With increased profits to the HA, reduced: unit costs, and delay costs to the clients.

-ii) Within a council direct services, the Check Plan process within waste collection was going to release two whole rounds, so a new trade waste service was established,

levering in over £200,000 extra profit, while reducing trader costs and improving the environment.

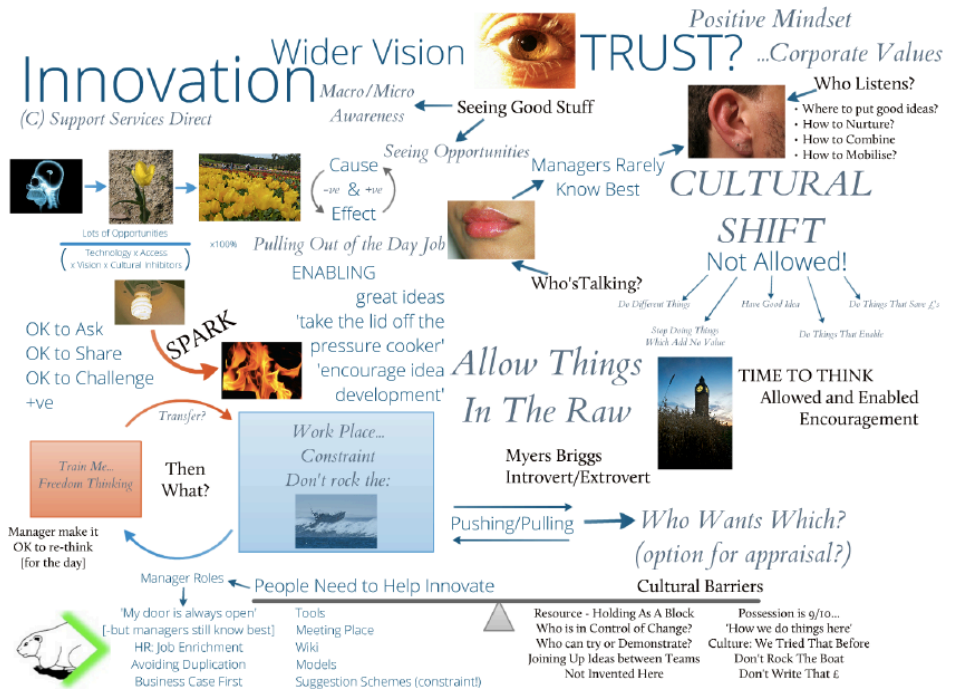


Diagram created after client asked us to enable innovation!

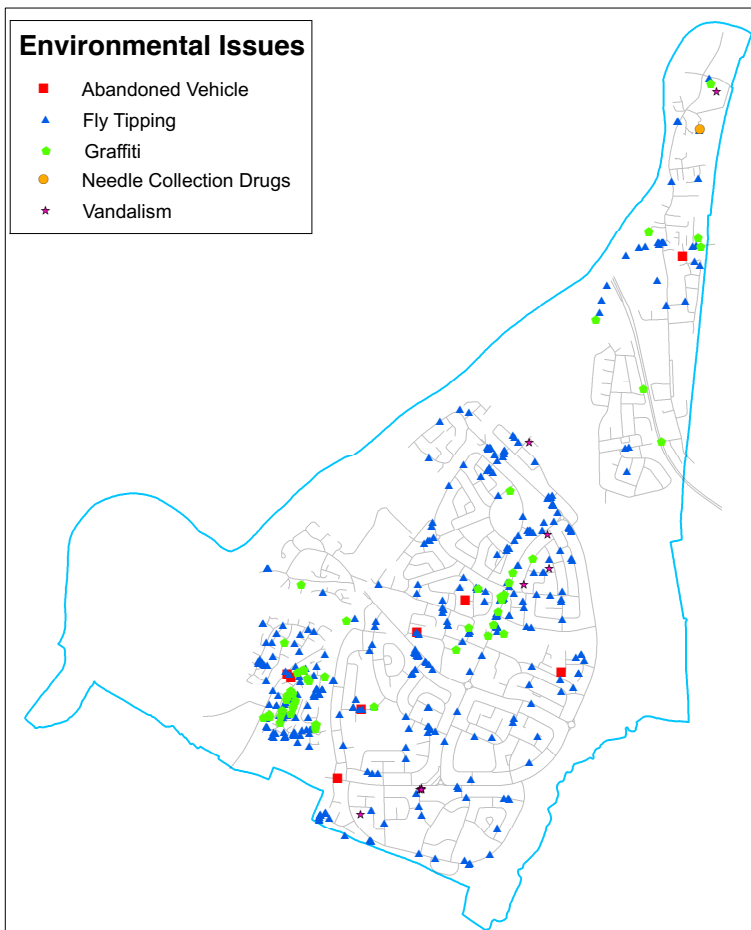
Enabling innovation within a review can be priceless, it's very important to enable everyone the opportunity to contribute, irrespective of rank or position within the service.

- The diagram above was created after a client noticed that SSD staff constantly enabled Innovation, so he wanted to know how that could be replicated after we left? Effectively we concluded the culture of the organisation had to become trusting and willing to truly listen.

A demonstration of Appraise within a review: *- In Passenger Transport, route savings were achieved, demonstrating that a poor road junction was costing £80K annually in queues, PT*

savings were put into Highways to improve the junction, which was self-financing in under three years, with reduced congestion and fumes for all.

Within a highways review, productivity was low, 'trust' was virtually non-existent: - *The works teams were over-whelmed by 'audit-inspired' paperwork, requiring five forms for every defect repaired. Replaced with before & after photos (Time & Geo-tagged). As part of an interweave of activities enabling eight-fold increases of defects repaired daily.*

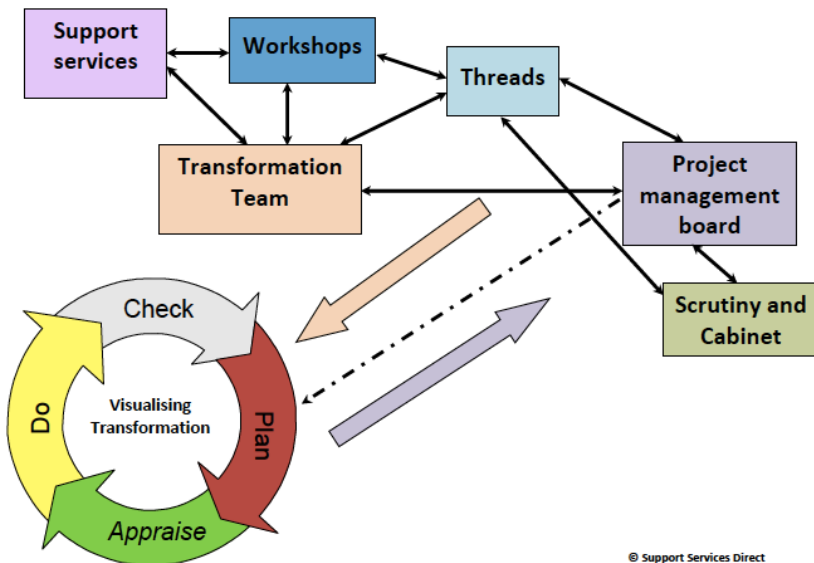


Environmental issues via a GIS map. Information not data!

-Within a corporate information review, the map above replaced seven sets of monitoring data, and totally 'invigorated' Councillors to become pro-active in information monitoring, able to add insight and awareness to previous 'cold-facts'. Their questioning came to life! Misrepresentation of data was identified, the council learned and services rapidly improved, while complaints rapidly decreased.

5. 'Do'

Implementing designs can be in stages, for each element carry out small scale trials to see how a new way of working performs, then use minor redesigns to see if those make it easier, quicker or better to do.



This diagram gives an illustration of the relationships within a healthy transformation. Once the initial workshop has been carried out, the threads (work-streams) are where the

energy lies. Many great ideas and small-scale trials are tested here, often able to be approved by the line management or Transformation Team.

Council service delivery is not the same as making thousands of widgets! People-based services bring variety and sometimes complexity with them.

Never assume that a good design for most of a service, is an adequate design for all of it. If some special arrangements out of the norm are needed, identify them, and have people well prepared to treat them differently.

Once the core work teams affected by proposed changes, plus those before them (upstream) and those after them (downstream) are happy that the best designs with current technology have been achieved, then implement them, with good training and documentation as required, with a coaching / mentoring facility in place, for those who may be slower learners, or may only do these functions occasionally.

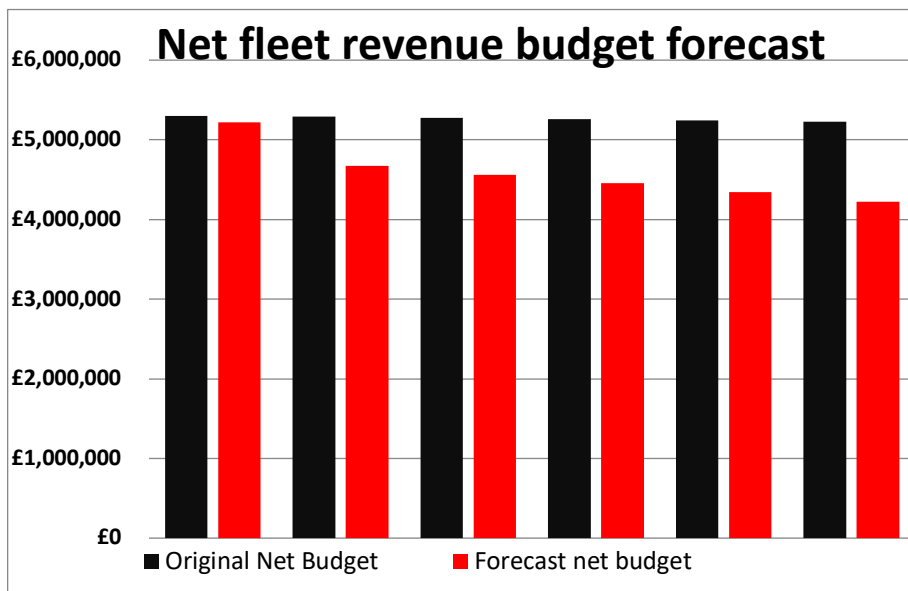
Be ready for minor initial glitches, being over-prepared, ready to intervene, is far better than having an unexpected issue, then not having the resources to resolve it.

It's incredibly important to take information to decision makers in ways that enable them to understand what the proposals are, their impacts and their probable outcomes, using the mantra of 'Under promise - over deliver'.

The spread sheet summary below was from the Fleet BRP for a large unitary council. This was part of a very wide range of very detailed action plans, signed off by the people within the services, their management and finance before coming to the Transformation Board.

Fleet services potential revenue budget plan							
Budget Flow		2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17
Base Budget	Expenditure	£5,350,000	£5,350,000	£5,350,000	£5,350,000	£5,350,000	£5,350,000
Income - expand MoT's, other authorities etc.		-250,000	-262,500	-275,625	-289,406	-303,877	-319,070
Fuel cost increases, underestimate		£200,000	£200,000	£200,000	£200,000	£200,000	£200,000
Original Net Budget		£5,300,000	£5,287,500	£5,274,375	£5,260,594	£5,246,123	£5,230,930
Changes from base budget:							
Fleet replacement with fewer / smaller vehicles		£8,658	-£43,000	-£53,750	-£67,188	-£83,984	-£104,980
Reduction in the use of fuel / using Triscan / trackers		-£45,244	-£180,975	-£190,024	-£199,525	-£209,501	-£219,976
Improved use of vehicle tracking System		-£29,318	-£117,272	-£146,590	-£168,579	-£193,866	-£222,945
Use of increased capacity in workshops for income		-£13,457	-£134,570	-£156,999	-£179,427	-£201,856	-£224,284
Legality and use, including a hire shop			-£140,640	-£164,080	-£187,520	-£210,960	-£234,400
Communications		£0	£0	£0	£0	£0	£0
Revised Forecasts							
Forecast net budget		£5,220,639	£4,671,042	£4,562,932	£4,458,355	£4,345,957	£4,224,344
Net improvement in budgets to original plan							
		-£79,361	-£616,458	-£711,443	-£802,238	-£900,167	-£1,006,586
Net improvement in budgets to 2011/ 12 original budget							
		-£79,361	-£628,958	-£737,068	-£841,645	-£954,043	-£1,075,656
Cumulative revenue improvement compared to 2011 /12 budget							
		-£79,361	-£708,318	-£1,445,386	-£2,287,031	-£3,241,074	-£4,316,730
Capital plans							
		2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17
Original based on general five year replacement plan		£3,088,000	£2,431,000	£3,881,000	£1,689,000	£987,000	£6,945,000
Revised based on seven year replacement plan		£877,500	£932,500	£1,278,000	£2,431,000	£3,881,000	£1,689,000
Reduction from fewer / smaller vehicles			£190,000	£190,000	£190,000	£190,000	£190,000
Capital savings			-£1,308,500	-£2,413,000	£932,000	£3,084,000	-£5,066,000
Ceased							
Total 'in year' original revenue plus capital			£7,718,500	£9,155,375	£6,949,594	£6,233,123	£12,175,930
Total 'in year' of revised plans			£5,413,542	£5,650,932	£6,699,355	£8,036,957	£5,723,344
Overall in year saving to the Council		£0	-£2,304,958	-£3,504,443	-£250,238	£1,803,833	-£6,452,586
Cumulative saving to the Council		£0	-£2,304,958	-£5,809,400	-£6,059,639	-£4,255,805	-£10,708,391

Abstracts from very detailed BRP for Fleet Transformation



The initial forecast costs were to slightly increase from £5.35M per annum, with a hope to offset that increased costs with MoT income. A total net saving of around £250,000 per annum.

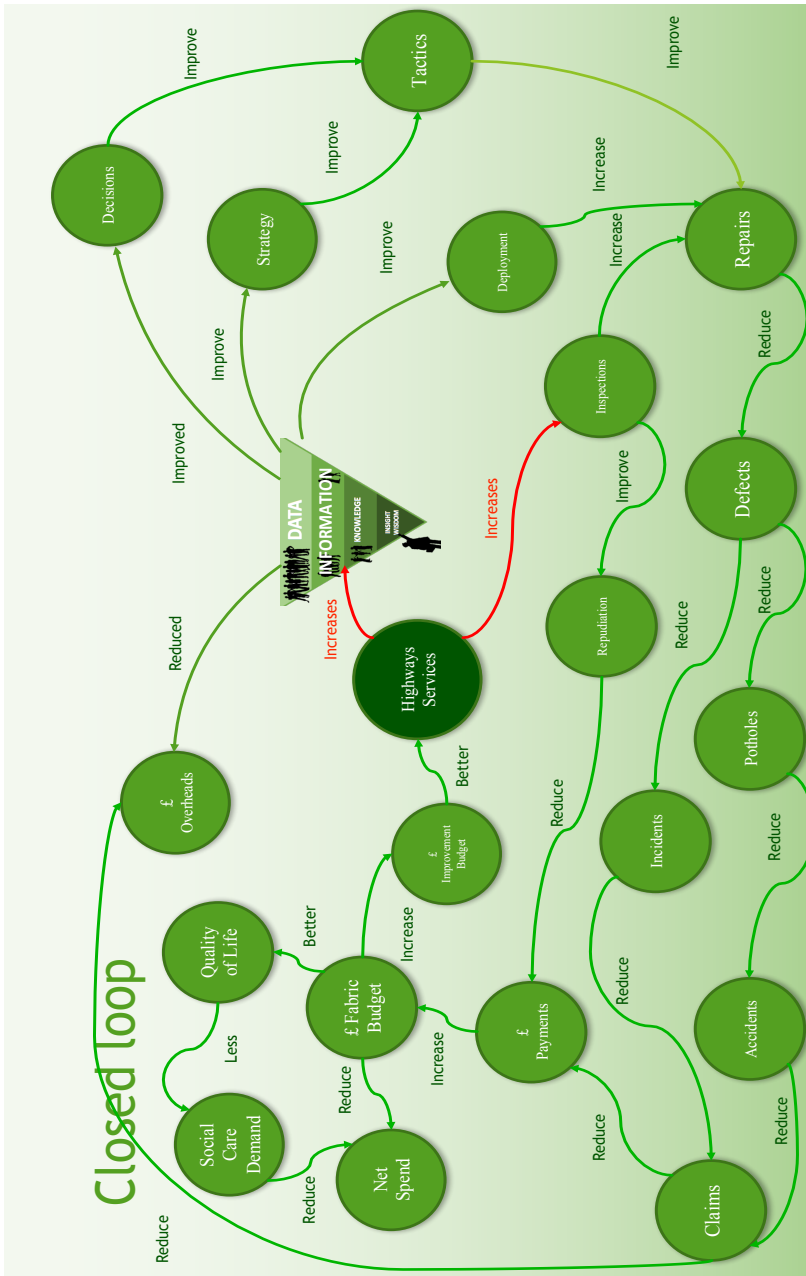
- The transformation plan, which was designed and fully agreed at all levels, then improved on in time, was to reduce net costs by over £1M by year five, while increasing service delivery with no job losses. A total saving of over £11M from the single review.

There were no job losses, with job reductions from better ICT, reduced data input, and eliminating parallel working; being used to introduce a fleet hire shop and 'Grey vehicle management system'.

Over-servicing of vehicles on a 'just in case' basis was stopped, not only decreasing fitter time and parts purchased, but also reducing the need to hire / retain spare vehicles to cross cover downtime.

Reduced input time and paperwork systems for fitters also enabled a significant increase in third party MoT's, leading to greatly increased income, with lower costs.

6. Closed loop thinking.



Closed loop diagram for highways management.

This diagram starts with 'increased inspections and information'. Closed loops can be either a negative loop, where everything gets worse (basically) or a positive loop, where everything gets better.

- The diagram above starts with increasing inspections, ensuring more than 100% capacity to inspect to need. Together with greatly improved information (Using GIS to anchor all highways information)

Inspections increased, minor repairs increased, major issues reduced, major repairs decreased, claims reduced, claims payments reduced, the highway was safer, so more elderly people used them, health improved, highways costs reduced, social care costs reduced.

There is a 'sister' diagram to this, where two highway inspectors were made redundant to 'save' £60,000 per annum. Highways were 'under-inspected' claims went up, people tripped, highway conditions went down. A few years later social care 'care in the community' costs were £600,000 more a year because of the £60,000 saving.

- We used a similar idea where a council had massive forest areas, we used diseased and older trees for bio-mass heating, creating additional low level employment within the forests for starter employees, and delivery drivers, then added the creation and sales of 'chain saw sculptures', a visitors café and a tourist information kiosk to reinvigorate footfall to a previously low used, remote forest.

Net costs went down, income went up.

7. Managing the whole system.

We created the diagram below while conducting an ICT Passenger Transport review for a large county council. Effectively virtually any ICT Database can interface with any other, even if it is via simple 'middle-ware' such as excel or GIS to achieve that.

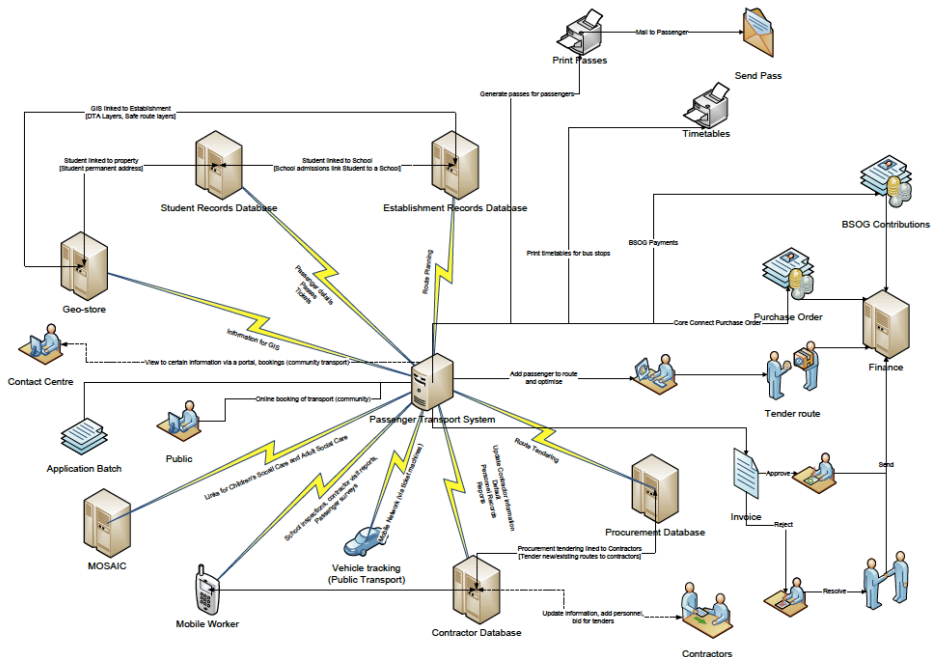


Illustration of current ICT integration potentials.

It's not unusual for the same, or similar information to be input many times, (Eight times has been seen). Every data input being an opportunity for minor typographical errors.

Having five or six systems for the service to access; each with their own peculiarities; reduces capacity to deliver work and sub-optimises potential value-adding for the team.

The mantra of 'Enter data once - use many times' is very sound, so long as it is reliable data.

Data cleanliness is imperative, we have often seen a record saying 530 people travelling then cleanse it to 505. Incorrect data needs to be eliminated at source.

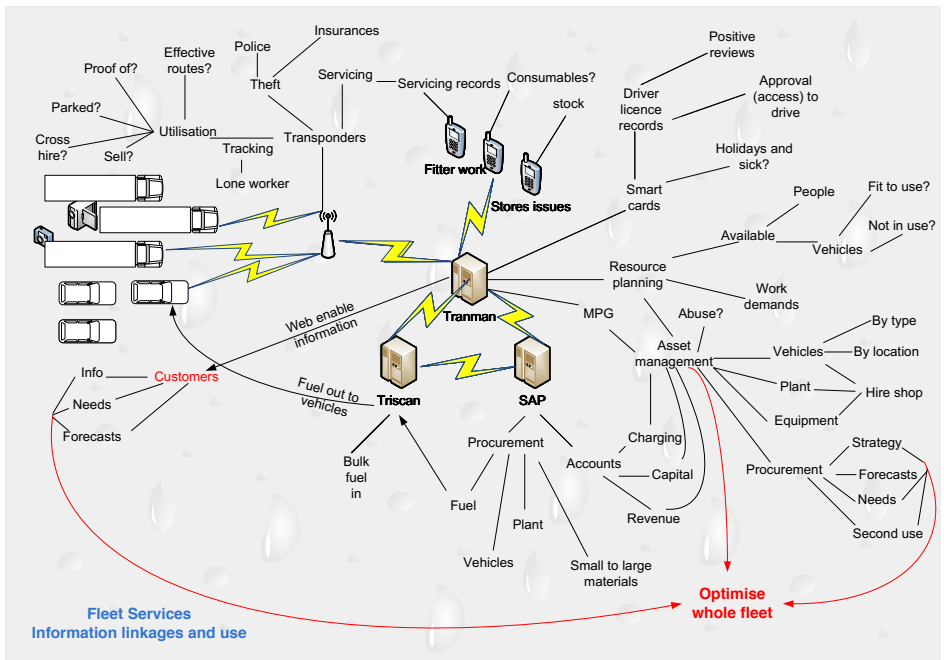


Diagram for data integration for fleet management.

This diagram was created after four discussions within a fleet maintenance review, illustrating all the ICT in place, with the ability to connect them to 'optimise the whole fleet'

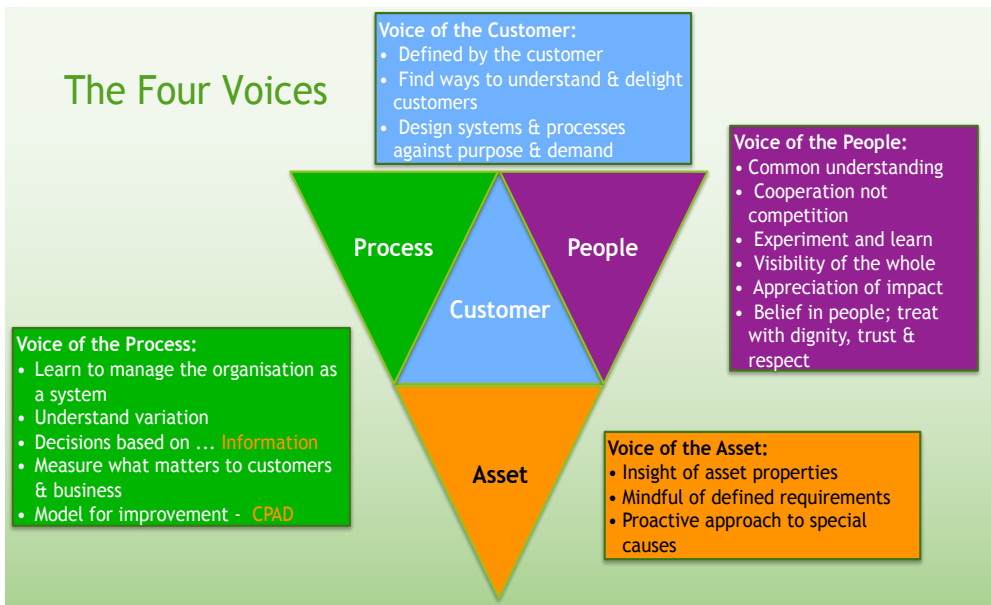
When this was tabled as an A3 plan; in a high-level coordination meeting, none of the officers could comprehend how easy it is to 'see' the whole system, then work on all of it to move forward succinctly. Prior to that, it was near-impossible to enable a whole service review. This unlocked the door to a £11M service saving, including £6M capital saved in 30 months, with no loss of employment.

8. Voice of the Asset (VotA)

VotA is not a 'normal' thought for any council service. Most services depend on assets, so listening to their 'voice' makes sense?

A large part of systemic thinking is around considering the whole system. Simply taking a financial or operational viewpoint will give you sub-optimal outcomes, as would only taking a Customer view-point.

Everything is connected, traditionally the Joiner Triangle considers Process, Customers and People, where people refers to the people working in the system. Adding assets to this will lever in some opportunities invisible otherwise.



Voice of: Customer, People, Process and Asset.

So, what assets can be holistically considered? Within highways, the roads and bridges are obvious, how about in waste management? Can the materials in waste be assets?

Are passenger vehicles assets? Please think about these four examples?

- The hierarchy of waste is quite well known: Repair, Reuse, Recycle, Recover (energy), Refuse... That is; seek to avoid landfill whenever economically viable.

Councils have incredibly different opportunities and issues, most recycling services are designed for the majority of properties, with the remaining properties being considered as an unforeseen problem.

-One authority had an £8M annual bill to dispose of 'recyclable waste from flats' if only they could work out how to get it out of the waste stream with given constraints. They had exceptionally high disposal costs for 'waste' due to the way the waste and recycles PFI treatment deal was established. (Almost three times normal charges per tonne)

Separating materials from waste can be carried out once mixed, but is expensive, as so much 'good material' is ruined by dirt and food-stuffs, both reducing yield and quality.

So; you KNOW you have thousands of tonnes of good materials, coming out of flats; Flats which have insufficient storage and presentation space simply for waste, yet alone separated recycles. What can you do?

If the gap between dispose and recycle values is big enough, then economic solutions MUST be possible. Not just one solution, but many, for instance:

i) Wealthy establishment, with professionals and retired, including altruistic volunteers: Enable a charitable collection service where someone persuades their neighbours to set aside Clothes, Shoes, WEEE, and normal

recyclates, so they help take it to a scheduled collector.

Good quality items are kept clean with a high value, waste reduces, re-use and recycling increases, payment by percentage of value goes to the charity of choice.

Secondary sorting, professional cleaning and a second hand clothes outlet, all led to increased employment, creating reduced costs (disposal) and increased income.

ii) Hall of residence with hundreds of students including a few environmentalists: Simple part time employment of a student to collect recyclates on a weekly basis from all participating rooms, presenting the right materials into the right containers to get recycled.

Support via end of term blitzes to maximise recycling before going off-site. End of year blitz to recycle/ reuse furniture and equipment that may be tipped.

Several simple ideas led to significant cost saving actions, (£2.8m saved) while actually increasing employment and environmental awareness.

The highways network within any council is likely to be its most valuable asset, having thousands of hectares of land, with billions of M2 of surfaces and structures within the network.

In times of cut-backs there's a tendency to reduce asset maintenance, 'A few more holes can be sorted later!', however, once you allow an asset to get worse, getting it near perfect is ever-more-difficult.

There are basically three different carriageway designs, a)

Rigid (mainly concrete), b) Flexible strong - Asphalt or Bitumen Macadam, with a deep structure sealed with layers of asphalt, and c) Flexible weak, where basically crushed stone is covered in thin layers of asphalt.

Strong structures tend to be more resilient, able to survive a few years of austerity lower maintenance, where-as a weak structure can become seriously damaged and fall apart quickly.

Highways are inspected for three primary purposes, to prevent deterioration which could lead to accidents and claims, looking out for illegal openings or poor reinstatements by statutory undertakers and highway quality, - it's ability to resist deterioration.

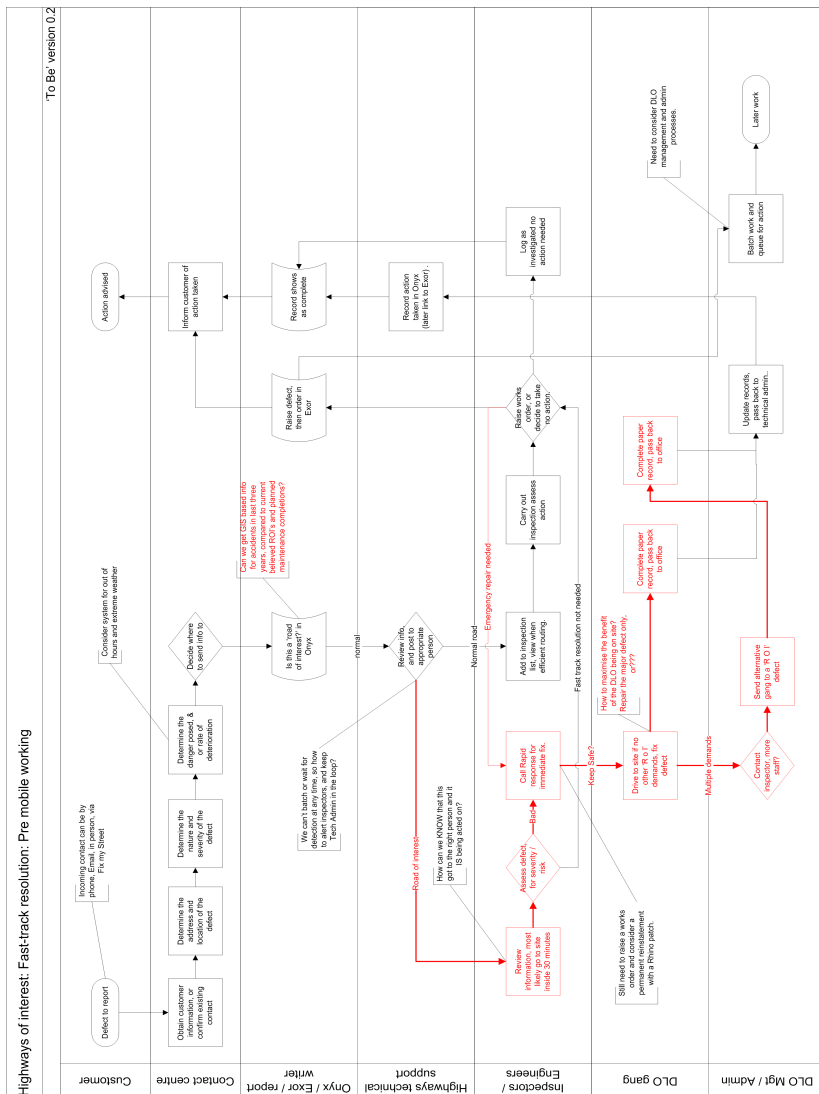
The last area can be assessed as a mark out of ten, where ten is excellent and one is critical. For strong structures a lower assessment of quality isn't too critical, as in general it will deteriorate slowly.

However, in a weak structure (a thin surface over crushed stone), a low score will indicate an area that will get worse very quickly. For 'management purposes' we called these 'Highways of Interest'.

The flowchart below was established to design two main ways of dealing with customer information regarding highway issues.

The normal methodology for strong structures and good condition weak ones being the black flows, while reports within weak - frail areas had the red route. The call centre had a simple GIS linked attachment to their normal CRM, such that location automatically invoked the 'Highways of

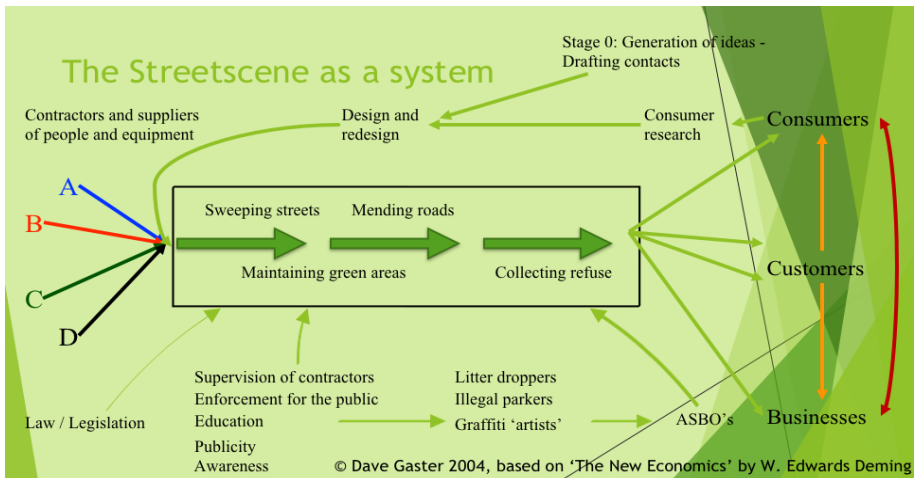
interest' process when required.



Highways of interest flow chart, with red special action.

These were the first inspections in the morning, or within hours of being reported every day. On around 3% of the network, it would take around four hours from report to being fixed if needed.

Defects reduced, accidents reduced, claims reduced, costs reduced, customer satisfaction improved, and the highway condition improved.



The Streetscene as a system, from Quality or Politics.

In a London Borough review based on 'Cleaner, Greener, Safer' it was anticipated that the £35M budget would need to increase by £3M to achieve required outcomes.

It was found that highway claims were increasing by over 15% per annum; and were already being settled at £750,000 each year.

We spent 40 minutes reviewing cost pressures with the highways AD, he knew he had to do something about this. We called in an experienced highways inspector who had been a 'road-worker' and simply discussed inspections and works orders, through to fixing holes via the DLO.

We suggested a slightly different way of deploying resources for 'fix', having the inspector work with the gangs, with the gang being divided between 'large defect' and satellite defects. Using traditional techniques for major

defects; and using an 'expensive' proprietary pothole repair material for smaller defects.

They increased 'holes fixed per day' by a factor of eight. Claims went down, highway condition went up.

Total Transport can be a special form of 'Asset Management', in that most passenger transport services are procured one at a time. Each route being a unique contract.

Most SEND routes are poorly designed, often carrying less than half the possible numbers for the size of vehicles to meet government guidance journey times.

Up to 97% of passengers can get transport above policy guidelines, with irrational 'them and us' decisions about mainstream home to school transport.

Mainstream buses can apparently be designed to be 98% full on arrival at a school, but only use 18% of passenger seat miles from start to end of the daily journey.

Public transport is reducing everywhere outside London, being a big part of rural deprivation.

So how could the four voices enable different, better and cheaper? - Achieving More for Less!

Breaking down the silos of procurement is key to this, SEND H2S, Mainstream H2S, Social Care, Public Transport, Business Transport, Non-emergency NHS Transport ...

What if the day is seen as a continuum, a vehicle needs to get to it's first H2S MS collection point by 7:30, why can't it collect other passengers on-route to there?

H2S MS would be faster, if divided between collect passengers and then deliver. Small vehicles could patrol

villages collecting school children AND others, drop them off at bus stops to get delivered to their final destination.

SEND vehicles could collect with designed mixing, THEN collect non-emergency patients to go to Hospital, or Adult Social Care customers to go to Day Centres.

The coordination needs incredibly detailed design, using 3D awareness, {location, time and commitments} but would invigorate public transport, while reducing net costs by over 30%.

The book 'Total Transport - from theory to practice' expands on the ways this works.

9. Cooperation and collaboration

Most organisations don't cooperate with themselves while having a policy to enter into contractual partnerships.

Change is far easier to accomplish with a genuine win-win design, or from being honest at the outset. For instance; to achieve the 'least-worst' outcome for all involved.

In one authority with virtually balanced 'Labour - Conservative' councillor seats, with two Green Party Councillors holding the balance of power, a very important customer-facing service was being redesigned.

The Labour Party stated their desired requirements, the Conservatives theirs and the Greens theirs. The Leader of the opposition thought it was now impossible to deliver; but was stunned when we said these are all desired features to achieve, so long as we focussed on them all, the design was relatively easy, which it was.

This was intended to be confrontational; but was diluted or

washed away by the power of 'AND'. We need to achieve 'this AND this'.

Within the service we started 'honestly' building a 'Least-worst outcome' then officers, operatives and supporting teams all quickly saw the benefits of working together. Achieving significant operational savings on the account areas in question, diverting resources to other places to stimulate income and benefit the environment. A win-win-win via all having a voice, and all being heard.

10. KPI's and PI's

Continual improvement needs some measures to help long term monitoring. It's often useful to think of a purpose for change as well.

Key Performance Indicators (KPI's): ^ increase, v decrease

Rate of improvement of CI.	^
Total cost of service	v
Reduction in cost	v
Increase in income	^
Complaints reduction	v
Number of customers happy with service.	^

Performance Indicators:

Average cost per transaction	v
No of successful transactions per day	^
End to end time to carry out work	v
No of people needed to do work	v
Percentage of outcomes within Policy	^

11. Asking better questions

For a councillor to be able to add value, especially via scrutiny for instance, being able to ask incisive questions, and ensure the answers are credible requires awareness of the service, as well as contact with the public.

Here's a few questions to assist:

- 💣 Q. I've read your PiD (Project Initiation Document) with interest, do you **thoroughly understand** how the organisation **currently** does all this work, to predict what those changes will achieve?
- 💣 Q. If these changes in the PiD are achieved, how will you avoid unintentional consequences?
- 💣 Q. What is the success rate for this method of change? i.e. Out of 100% How confident of total success are you?
- 💣 Q. You are intending to 'Lift and shift' that IT program in, how often has that succeeded before without any issues?
- 💣 Have you thought about using the freed-up resources from efficiencies to invest into income generating new initiatives to avoid redundancies?
- 💣 Have you fully consulted employees, support teams, customers and providers within this design?
- 💣 Have you carried out small scale trials of all these proposals to make sure they are optimal?

12. Some achievements via Lean & Systems Thinking.

SSD have been working this way for nearly 20 years, as examples within the text demonstrate, within that time we have:

Reinvigorated 'Systems Thinking' as a core way of working for a new Unitary Council, directly saving them over £50M, indirectly saving that again. Moving them from managing 2.5 change projects with support, to 18 without.

Reduced net costs of Waste & Recycling handling by £1.7M a year, while increasing recycling from 38% to 65% with no job losses. Target increase cost by £300K

Reduced net costs of highways management by £1.5M per annum, improving design, repair and utilities, plus democratic ward options. Target save £250K

Reduced costs of Passenger Transport H2S routes by over 20% within weeks. Several times.

Rescued a Prince 2 project for Decriminalising Parking, improving outcomes, enabling highways benefits while increasing net benefit by £400K.

Turned-round an ailing direct services department, saving 20% on waste collection, (£300K), 15% on fleet management (£250) while introducing trade waste recycling (£180K). Net save of over £750K against a £250K target.

Reinvigorated a struggling Housing Association, saving £1/4M on needless ICT, achieving 100% emergency, urgent and routine jobs on time, reducing fleet, depot, stores and employment costs, while leveraging in £1M capital works.